EASA Oversight requirements of Subcontracting Organisation Comes of Age

EASA has finally introduced the long awaited changes which provide for Clarity of a number of the processes involved in ACAM

This will benefit industry as well as the regulatory authority

Here is the old requirements

Appendix II to M.A.201 (h)(1): Sub-contracting of continuing airworthiness management tasks

- 1. SUB-CONTRACTED OPERATOR'S CONTINUING AIRWORTHINESS MANAGEMENT TASKS
- 1.1 To actively control the standards of the sub-contracted organisation the operator should employ a person or group of persons who are trained and competent in the disciplines associated with M.A Subpart G. As such they are responsible for determining what maintenance is required, when it has to be performed and by whom and to what standard, in order to ensure the continued airworthiness of the aircraft being operated.
- 1.2 The operator should conduct a pre-contract audit to establish that the subcontracted organisation can achieve the standards required by M.A Subpart G in connection with those activities to be sub-contracted.
- 1.3 The operator should ensure that the sub-contracted organisation has sufficient qualified personnel who are trained and competent in the functions to be subcontracted. In assessing the adequacy of personnel resources the operator should consider the particular needs of those activities that are to be sub-contracted, while taking into account the sub-contracted organisations existing commitments.
- 1.4 To be appropriately approved to contract out continuing airworthiness management tasks the operator should have procedures for the management control of these arrangements. The operator's continuing airworthiness management exposition should contain relevant procedures to reflect his control of those arrangements made with the subcontracted organisation.
- 1.5 Sub-contracted continuing airworthiness management tasks should be addressed in a contract between the operator and the sub-contracted organisation. The contract should also specify that the sub-contracted organisation is responsible for informing the operator who is in turn responsible for notifying the respective competent authority, of any subsequent changes that affect their ability to support the contract.
- 1.6 Organisations providing continuing airworthiness management tasks to support commercial air transport operators should use procedures which set out the manner by which the organisation fulfils its responsibility to those sub-contracted activities. Such procedures may be developed by either the sub-contracted organisation or the operator.
- 1.7 Where the sub-contracted organisation develops its own procedures these should be compatible with the operator's continuing airworthiness management exposition and the terms of the contract. These should be accepted by the competent authority as extended procedures of the operator and as such should be crossreferenced from the continuing airworthiness management exposition. One current copy of the sub-contracted organisation's relevant procedures should be kept by the operator and should be accessible to the competent authority where needed.

Note: Should any conflict arise between the sub-contracted organisation's procedures and those of the operator then the policy and procedures of the continuing airworthiness management exposition will prevail.

1.8 The contract should also specify that the sub-contracted organisation's procedures may only be amended with the agreement of the operator. The operator should ensure that these amendments are compatible with their continuing airworthiness management exposition and in compliance with M.A Subpart G.

The operator should nominate who will be responsible for continued monitoring and acceptance of the sub-contracted organisation procedures and their amendments.

The controls used to fulfil this function should be clearly set out in the amendment section of the continuing airworthiness management exposition detailing the level of operator involvement.

1.9 Whenever any elements of continuing airworthiness management tasks are sub-contracted the operator's continuing airworthiness management personnel should have access to all relevant data in order to fulfil their responsibilities.

Note: The operator retains authority to override where necessary for the continuing airworthiness of their aircraft, any recommendation of the sub-contracted organisation.

- 1.10 The operator should ensure that the sub-contracted organisation continues to have qualified technical expertise and sufficient resources to perform the subcontracted tasks while in compliance with the relevant procedures. Failure to do so may invalidate the approval of the operators continuing airworthiness management system.
- 1.11 The contract should provide for competent authority monitoring.
- 1.12 The contract should address the respective responsibilities to ensure that any findings arising from the competent authority monitoring will be closed to the satisfaction of the competent authority.

2. ACCOMPLISHMENT

This paragraph describes topics, which may be applicable in such a sub-contract arrangements.

2.1 Scope of work

The type of aircraft and their registrations, engine types and/or component subject to the continuing airworthiness management tasks contract should be specified.

2.2 Maintenance programme development and amendment The operator may sub-contract the preparation of the draft maintenance programme and any subsequent amendments. However, the operator remains responsible for assessing that the draft proposals meet his needs and obtaining competent authority approval; the relevant procedures should specify these responsibilities. The contract should also stipulate that any data necessary to substantiate the approval of the initial programme or an amendment to this programme should be provided for operator agreement and/or competent authority upon request.

2.3 Maintenance programme effectiveness and reliability The operator should have in place a system to monitor and assess the effectiveness of the maintenance programme based on maintenance and operational experience. The collection of data and initial assessment may be made by the sub-contracted organisation; the required actions are to be endorsed by the operator.

Where reliability monitoring is used to establish maintenance programme effectiveness, this may be provided by the sub-contracted organisation and should be specified in the relevant procedures. Reference should be made to the operators approved maintenance programme and reliability programme. Participation of the operator's personnel in reliability meetings with the sub-contracted organisation should also be specified. In providing reliability data the sub-contracted organisation is limited to working with primary data/documents provided by the operator or data provided by the operators contracted maintenance organisation(s) from which the reports are derived. The pooling of reliability data is permitted if accepted by the competent authority.

2.4 Permitted variations to maintenance programme.

The reasons and justification for any proposed variation to scheduled maintenance may be prepared by the sub-contracted organisation. Acceptance of the proposed variation should be granted by the operator. The means by which the operator acceptance is given should be specified in the relevant procedures. When outside the limits set out in the maintenance programme, the operator is required to obtain approval

2.5 Scheduled maintenance

by the competent authority.

Where the sub-contracted organisation plans and defines maintenance checks or inspections in accordance with the approved maintenance programme, the required liaison with the operator, including feedback should be defined.

The planning control and documentation should be specified in the appropriate supporting procedures. These procedures should typically set out the operator's level of involvement in each type of check. This will normally involve the operator assessing and agreeing to a work specification on a case by case for base maintenance checks. For routine line maintenance checks this may be controlled on a day-to-day basis by the subcontracted organisation subject to appropriate liaison and operator controls to ensure timely compliance. This typically may include, but is not necessarily limited to:

- Applicable work package, including job cards,
- Scheduled component removal list,
- Ads to be incorporated,
- Modifications to be incorporated

The associated procedures should ensure that the operator is advised in a timely manner on the accomplishment of such tasks.

2.6 Quality monitoring

The operator's quality system should monitor the adequacy of the sub-contracted continuing airworthiness management task performance for compliance with the contract and M.A Subpart G. The terms of the contract should therefore include a provision allowing the operator to perform a quality surveillance (including audits) upon the sub-contracted organisation. The aim of the surveillance is primarily to investigate and judge the effectiveness of those sub-contracted activities and thereby to ensure compliance with M.A Subpart G and the contract.

Audit reports may be subject to review when requested by the competent authority. Part-M Appendix II to M.A.201 (h) 1: Sub-contracting of continuing airworthiness management tasks 273

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2.7 Access by the competent authority

The contract should specify that the sub-contracted organisation should always grant access to the competent authority.

2.8 Maintenance data

The maintenance data used for the purpose of the contract should be specified, together with those responsible for providing such documentation and the competent authority responsible for the acceptance/approval of such data when applicable. The operator should ensure such data including revisions is readily available to the operator's continuing airworthiness management personnel and those in the subcontracted organisation who may be required to assess such data. The operator should establish a 'fast track' means of ensuring that urgent data is transmitted to the sub-contractor in a timely manner. Maintenance data may include, but is not necessarily limited to:

- Maintenance programme,
- Ads,
- Service Bulletins,
- Major repairs/modification data,
- Aircraft Maintenance Manual,
- Engine overhaul manual,
- Aircraft IPC,
- Wiring diagrams,
- Trouble shooting manual,

2.9 Airworthiness directives

While the various aspects of AD assessment, planning and follow-up may be accomplished by the sub-contracted organisation, embodiment is performed by a Part-145 maintenance organisation. The operator is responsible for ensuring timely embodiment of applicable Ads and is to be provided with notification of compliance. It therefore follows that the operator should have clear policies and procedures on AD embodiment supported by defined procedures which will ensure that the operator agrees to the proposed means of compliance.

The relevant procedures should specify:

- What information (e.g. AD publications, continuing airworthiness records, flight hours/cycles, etc.) the sub-contracted organisation needs from the operator.
- What information (e.g. AD planning listing, detailed engineering order, etc) the operator needs from the sub-contracted organisation in order to ensure timely compliance with Ads.

To fulfil their above responsibility, operators should ensure that they are in receipt of current mandatory continued airworthiness information for the aircraft and equipment that they operate.

2.10 Service bulletin/modifications

The sub-contracted organisation may be required to review and make recommendations on embodiment of an SB and other associated non-mandatory material based on a clear operator policy. This should be specified in the contract.

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2.11 Service life limit controls & component control/removal forecast.

Where the sub-contracted organisation performs planning activities, it should be specified that the organisation should be in receipt of the current flight cycles; flight hours; landings and/or calendar controlled details as applicable, at a frequency to be specified in the contract. The frequency should be such that it allows the organisation to properly perform the sub-contracted planning functions.

It therefore follows that there will need to be adequate liaison between the operator, his Part-145 maintenance organisation(s) and the sub-contracted organisation. Additionally the contract should specify how the operator will be in possession of all current flight cycles, flight hours, etc. in order that the operator may assure the timely accomplishment of the required maintenance.

2.12 Engine health monitoring

If the operator sub-contracts the on wing engine health monitoring, the subcontracted organisation should be in receipt of all the relevant information to perform this task, including any parameter reading deemed necessary to be supplied by the operator for this control. The contract should also specify what kind of feedback information (such as engine limitation, appropriate technical advice, etc.) the organisation should provide to the operator.

2.13 Defect control

Where the operator has sub-contracted the day-to-day control of technical log deferred defects this should be specified in the contract and should be adequately described in the appropriate procedures. The operator's MEL/CDL provides the basis for establishing which defects may be deferred and associated limits.

The procedures should also define the responsibilities and actions to be taken for defects such as AOG situations, repetitive defects, and damage beyond type certificate holder's limits.

For all other defects identified during maintenance, the information should be brought to the attention of the operator who dependant upon the procedural authority granted by the competent authority may determine that some defects can be deferred. Therefore, adequate liaison between the operator, his sub-contracted organisation and contracted Part-145 maintenance organisation should be ensured.

The sub-contracted organisation should make a positive assessment of potential deferred defects and consider potential hazards arising from the cumulative effect of any combination of defects. The sub-contracted organisations should liaise with the operator to gain his agreement following this assessment.

Deferment of MEL/CDL allowable defects can be accomplished by a contracted Part-145 organisation in compliance with the relevant technical log procedures, subject to the acceptance by the aircraft commander.

2.14 Mandatory occurrence reporting

All incidents and occurrences that fall within the reporting criteria defined in Part-M and Part-145 should be reported as required by the respective requirements.

The operator should ensure adequate liaison exists with the sub-contracted organisation and the Part-145 organisation.

2.15 Continuing airworthiness records

These may be maintained and kept by the sub-contracted organisation on behalf of the operator who remains the owner of these documents. However, the operator should be provided with the current status of AD compliance and service life limited components in accordance with agreed procedures. The operator should Part-M Appendix II to M.A.201 (h) 1: Sub-contracting of continuing airworthiness management tasks 275 PART-M AMC Appendices also be provided with unrestricted and timely access to original records as and when needed. On-line access to the appropriate information systems is acceptable.

The record keeping requirements of Part-M should be satisfied. Access to the records by duly authorised members of the competent authority should be arranged upon request.

2.16 Check flight procedures

Check Flights are carried out under the control of the operator. Check flight requirements from the sub-contracted organisation or contracted Part-145 maintenance organisations should be agreed by the operator

2.17 Communication between the operator and sub-contracted organisation

- 2.17.1 To exercise airworthiness responsibility the operator needs to be in receipt of all relevant reports and relevant maintenance data. The contract should specify what information should be provided and when.
- 2.17.2 Meetings provide one important corner stone whereby the operator can exercise part of its responsibility for ensuring the airworthiness of the operated aircraft. They should be used to establish good communications between the operator, the sub-contracted organisation and, where different to the foregoing, the contracted Part-145 organisation. The terms of contract should include whenever appropriate the provision for a certain number of meetings to be held between involved parties.

Details of the types of liaison meetings and associated terms of reference of each meeting should be documented. The meetings may include but are not limited to all or a combination of:

a - Contract review

Before the contract is applicable, it is very important that the technical personnel of both parties that are involved in the application of the contract meet in order to be sure that every point leads to a common understanding of the duties of both parties.

b – Work scope planning meeting

Work scope planning meetings may be organised so that the tasks to be performed may be commonly agreed.

c - Technical meeting

Scheduled meetings should be organised in order to review on a regular basis and agree actions on technical matters such as Ads, SBs, future modifications, major defects found during shop visit, reliability, etc...

d – Quality meeting

Quality meetings should be organised in order to examine matters raised by the operator's quality surveillance and the competent authority's monitoring activity and to agree upon necessary corrective actions.

e - Reliability meeting

When a reliability programme exists, the contract should specify the operator's and Part-145 approved organisation's respective involvement in that programme, including the participation to reliability meetings. Provision to enable the competent authority participation in the periodical reliability meetings should also be provided.

'Appendix II to AMC M.A.711(a)(3) Subcontracting of continuing airworthiness management tasks

- 1. SUBCONTRACTED CONTINUING AIRWORTHINESS MANAGEMENT TASKS
- 1.1. To actively control the standards of the subcontracted organisation, the CAMO should employ a person or group of persons who are trained and competent in the disciplines associated with M.A Subpart G. As such, they are responsible for determining what maintenance is required, when it has to be performed, by whom and to what standard in order to ensure the continuing airworthiness of the aircraft to be operated.
- 1.2. The CAMO should conduct a pre-subcontract audit to establish that the organisation to be subcontracted can achieve the standards required by M.A Subpart G in connection with those activities to be subcontracted.
- 1.3. The CAMO should ensure that the organisation to be subcontracted has sufficient and qualified personnel who are trained and competent in the functions to be subcontracted. In assessing the adequacy of personnel resources, the CAMO should consider the particular needs of those activities that are to be subcontracted, while taking into account the subcontracted organisations existing commitments.
- 1.4. To be appropriately approved to subcontract continuing airworthiness management tasks, the CAMO should have procedures for the management control of these arrangements. The

continuing airworthiness management exposition should contain relevant procedures to reflect its control of those arrangements made with the subcontracted organisation.

- 1.5. Subcontracted continuing airworthiness management tasks should be addressed in a contract between the CAMO and the subcontracted organisation. The contract should also specify that the subcontracted organisation is responsible for informing the CAMO, that is in turn responsible for notifying the respective competent authority, of any subsequent changes that affect their ability to fulfil the contract.
- 1.6. The subcontracted organisation should use procedures which set out the manner of fulfilling its responsibilities with regard to the subcontracted activities. Such procedures may be developed by either the subcontracted organisation or the CAMO.
- 1.7. Where the subcontracted organisation develops its own procedures, they should be compatible with the continuing airworthiness management exposition and the terms of the contract. These should be accepted by the competent authority as extended procedures of the CAMO and as such should be cross-referenced from the continuing airworthiness management exposition. One current copy of the subcontracted organisation's relevant procedures should be kept by the CAMO and should be accessible to the competent authority when needed.

Note: Should any conflict arise between the subcontracted organisation's procedures and those of the CAMO, then the policy and procedures of the continuing airworthiness management exposition will prevail.

1.8. The contract should also specify that the subcontracted organisation's procedures may only be amended with the agreement of the CAMO. The CAMO should ensure that these amendments are compatible with its continuing airworthiness management exposition and comply with M.A Subpart G. The CAMO should nominate the person responsible for continued monitoring and acceptance of the subcontracted organisation's procedures and their amendments. The controls used to fulfil this function should be clearly set out in the amendment section of the continuing airworthiness management exposition detailing the level of CAMO involvement.

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1.9. Whenever any elements of the continuing airworthiness management tasks are subcontracted, the CAMO personnel should have access to all relevant data in order to fulfil their responsibilities.

Note: The CAMO retains the authority to override, whenever necessary for the continuing airworthiness of their aircraft, any recommendation of the subcontracted organisation.

- 1.10. The CAMO should ensure that the subcontracted organisation continues to have qualified technical expertise and sufficient resources to perform the subcontracted tasks while complying with the relevant procedures. Failure to do so may invalidate the CAMO approval.
- 1.11. The contract should provide for competent authority monitoring.
- 1.12. The contract should address the respective responsibilities to ensure that any findings arising from the competent authority monitoring will be closed to the satisfaction of the competent authority.

2. ACCOMPLISHMENT

This paragraph describes the topics which may be applicable to such subcontracting arrangements.

2.1. Scope of work

The type of aircraft and their registrations, engine types and/or components subject to the continuing airworthiness management tasks contract should be specified.

2.2. Maintenance programme development and amendment

The CAMO may subcontract the preparation of the draft maintenance programme and any subsequent amendments. However, the CAMO remains responsible for assessing that the draft proposals meet its needs and for obtaining competent authority approval; the relevant procedures should specify these responsibilities. The contract should also stipulate that any data necessary to substantiate the approval of the initial programme or an amendment to

this programme should be provided for CAMO agreement and/or competent authority upon request.

2.3. Maintenance programme effectiveness and reliability

The CAMO should have a system in place to monitor and assess the effectiveness of the maintenance programme based on maintenance and operational experience. The collection of data and initial assessment may be made by the subcontracted organisation; the required actions are to be endorsed by the CAMO.

Where reliability monitoring is used to establish the effectiveness of the maintenance programme, this may be provided by the subcontracted organisation and should be specified in the relevant procedures. Reference should be made to the approved maintenance and reliability programme. Participation of the CAMO's personnel in reliability meetings with the subcontracted organisation should also be specified.

When providing reliability data, the subcontracted organisation is limited to working with primary data/documents provided by the CAMO or data provided by the CAMO's contracted maintenance organisation(s) from which the reports are derived. The pooling of reliability data is permitted if it is acceptable to the competent authority.

2.4. Permitted variations to the maintenance programme

The reasons and justification for any proposed variation to scheduled maintenance may be prepared by the subcontracted organisation. Acceptance of the proposed variation should be granted by the CAMO. The means by which the CAMO acceptance is given should be specified in the relevant procedures. When outside the limits set out in the maintenance programme, the CAMO is required to obtain approval by the competent authority.

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2.5. Scheduled maintenance

Where the subcontracted organisation plans and defines maintenance checks or inspections in accordance with the approved maintenance programme, the required liaison with the

CAMO, including feedback, should be defined.

The planning control and documentation should be specified in the appropriate supporting procedures. These procedures should typically set out the CAMO's level of involvement in each type of check. This will normally involve the CAMO assessing and agreeing to a work specification on a case-by-case basis for base maintenance checks. For routine line maintenance checks, this may be controlled on a day-to-day basis by the subcontracted organisation subject to appropriate liaison and CAMO controls to ensure timely compliance.

This may typically include but is not necessarily limited to:

- applicable work package, including job cards;
- scheduled component removal list;
- ADs to be incorporated;
- modifications to be incorporated.

The associated procedures should ensure that the CAMO is informed in a timely manner on the accomplishment of such tasks.

2.6. Quality monitoring

The CAMO's quality system should monitor the adequacy of the subcontracted continuing airworthiness management task performance for compliance with the contract and with M.A Subpart G. The terms of the contract should therefore include a provision allowing the CAMO to perform a quality surveillance (including audits) of the subcontracted organisation.

The aim of the surveillance is primarily to investigate and judge the effectiveness of those subcontracted activities and thereby to ensure compliance with M.A Subpart G and the contract. Audit reports may be subject to review when requested by the competent authority.

2.7. Access to the competent authority

The contract should specify that the subcontracted organisation should always grant access to the competent authority.

2.8. Maintenance data

The maintenance data used for the purpose of the contract should be specified, together with those responsible for providing such documentation and the competent authority responsible for the acceptance/approval of such data, when applicable. The CAMO should ensure that such data, including revisions, is readily available to the CAMO personnel and to those in the subcontracted organisation who may be required to assess such data. The CAMO should establish a 'fast track' means to ensure that urgent data is transmitted to the subcontractor in a timely manner. Maintenance data may include but is not necessarily limited to:

- the maintenance programme,
- airworthiness directives,
- service bulletins,
- major repairs/modification data,
- aircraft maintenance manual,
- engine overhaul manual,
- aircraft illustrated parts catalogue (IPC),
- wiring diagrams,

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- troubleshooting manual.
- 2.9. Airworthiness directives (ADs)

While the various aspects of AD assessment, planning and follow-up may be accomplished by

the subcontracted organisation, AD embodiment is performed by a maintenance organisation. The CAMO is responsible for ensuring timely embodiment of the applicable Ads and is to be provided with notification of compliance. It, therefore, follows that the CAMO should have clear policies and procedures on AD embodiment supported by defined procedures which will ensure that the CAMO agrees to the proposed means of compliance.

The relevant procedures should specify:

- what information (e.g. AD publications, continuing airworthiness records, flight hours/cycles, etc.) the subcontracted organisation needs from the CAMO;
- what information (e.g. AD planning listing, detailed engineering order, etc.) the CAMO needs from the subcontracted organisation in order to ensure timely compliance with the ADs.

To fulfil the above responsibility, the CAMO should ensure that it receives current mandatory continued airworthiness information for the aircraft and equipment it is managing.

2.10. Service bulletin (SB) modifications

The subcontracted organisation may be required to review and make recommendations on the embodiment of an SB and other associated non-mandatory material based on a clear policy established by the CAMO. This should be specified in the contract.

2.11. Service life limit controls and component control/removal forecast

Where the subcontracted organisation performs planning activities, it should be specified that the organisation should receive the current flight cycles, flight hours, landings and/or calendar controlled details, as applicable, at a frequency to be specified in the contract. The frequency should be such that it allows the organisation to properly perform the subcontracted planning functions. It, therefore, follows that there will need to be adequate liaison between the CAMO, the contracted maintenance organisation(s) and the subcontracted organisation. Additionally, the contract should specify how the CAMO will be in possession of all current flight cycles, flight hours, etc., so that it may assure the timely accomplishment of the required maintenance.

2.12. Engine health monitoring

If the CAMO subcontracts the on-wing engine health monitoring, the subcontracted organisation should receive all the relevant information to perform this task, including any parameter reading deemed necessary to be supplied by the CAMO for this control. The contract should also specify what kind of feedback information (such as engine limitation, appropriate technical advice, etc.) the organisation should provide to the CAMO.

2.13. Defect control

Where the CAMO has subcontracted the day-to-day control of technical log deferred defects, this should be specified in the contract and should be adequately described in the appropriate procedures. The operator's MEL/CDL provides the basis for establishing which defects may be deferred and the associated limits. The procedures should also define the responsibilities and actions to be taken for defects such as AOG situations, repetitive defects, and damage beyond the type certificate holder's limits.

For all other defects identified during maintenance, the information should be brought to the attention of the CAMO which, depending upon the procedural authority granted by the competent authority, may determine that some defects can be deferred. Therefore, adequate

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liaison between the CAMO, its subcontracted organisation and contracted maintenance organisation should be ensured.

The subcontracted organisation should make a positive assessment of potential deferred defects and consider the potential hazards arising from the cumulative effect of any combination of defects. The subcontracted organisations should liaise with the CAMO to get its agreement following this assessment.

Deferment of MEL/CDL allowable defects can be accomplished by a contracted maintenance organisation in compliance with the relevant technical log procedures, subject to the acceptance by the aircraft commander.

2.14. Mandatory occurrence reporting

All incidents and occurrences that meet the reporting criteria defined in Part-M and Part-145 should be reported as required by the respective requirements. The CAMO should ensure that adequate liaison exists with the subcontracted organisation and the maintenance organisation.

2.15. Continuing airworthiness records

They may be maintained and kept by the subcontracted organisation on behalf of the CAMO, which remains the owner of these documents. However, the CAMO should be provided with the current status of AD compliance and service life-limited components in accordance with the agreed procedures. The CAMO should also be granted unrestricted and timely access to the original records as and when needed. Online access to the appropriate information systems is acceptable.

The record-keeping requirements of Part-M should be met. Access to the records by duly authorised members of the competent authority should be granted upon request.

2.16. Check flight procedures

Check flights are performed under the control of the CAMO. Check flight requirements from the subcontracted organisation or contracted maintenance organisation should be agreed by the CAMO.

- 2.17. Communication between the CAMO and the subcontracted organisation
- 2.17.1. In order to fulfil its airworthiness responsibility, the CAMO needs to receive all the relevant reports and relevant maintenance data. The contract should specify what information should be provided and when.
- 2.17.2. Meetings provide one important cornerstone whereby the CAMO can fulfil part of its responsibility for ensuring the airworthiness of the operated aircraft. They should be used to establish good communication between the CAMO, the subcontracted organisation and the contracted maintenance organisation. The terms of the contract should include, whenever appropriate, the provision for a certain number of meetings to be held between the involved parties. Details of the types of liaison meetings and associated terms of reference of each

meeting should be documented. The meetings may include but are not limited to all or a combination of:

(a) Contract review

Before the contract is enforced, it is very important that the technical personnel of both parties, that are involved in the fulfilment of the contract, meet in order to be sure that every point leads to a common understanding of the duties of both parties.

(b) Work scope planning meeting

Work scope planning meetings may be organised so that the tasks to be performed are commonly agreed. Annex I to ED Decision 2016/011/R

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