

EASA MSAT – PSOE Maturity Levels

Purpose: The EASA Management System Assessment Tool (MSAT) uses PSOE maturity levels to evaluate how well each Management System (MS) element is defined, scaled, applied, and delivering results.

These levels help assessors and organisations move beyond compliance-only thinking to a performance-based understanding.

Level	Definition	Indicators	Key Question
P – Present	There is evidence that the item is documented within the organisation's Management System.	<ul style="list-style-type: none"> • Found in manuals, <u>expositions</u>, procedures, or policy statements. • References to applicable regulatory requirements. • May exist as a 'paper exercise' with no practical application yet. 	Can I find it in the documentation?
S – Suitable	The item is appropriate to the organisation's size, nature, complexity, and risk profile.	<ul style="list-style-type: none"> • Scaled to operational reality (not overly complex or too simplistic). • Aligns with regulatory expectations for complex/non-complex organisations. • Considers operational interfaces and subcontractor arrangements. 	Does it fit our organisation's operational context?
O – Operating	The item is actively used in day-to-day operations and produces observable outputs.	<ul style="list-style-type: none"> • Evidence from records, meeting minutes, and actual activities. • Staff interviews confirm awareness and application. • Procedures followed consistently in practice. 	Is it <u>actually being</u> done?
E – Effective	The item achieves the intended safety outcome and has a positive safety impact.	<ul style="list-style-type: none"> • Measurable results linked to safety objectives. • Demonstrable improvement in safety performance. • Adjusted and improved based on performance monitoring. 	Is it working as intended and improving safety?

Tips for Use:

- Assessment is evidence-based – rely on documents, interviews, and observations.
- Not a checklist – apply judgement on maturity, not just presence.
- A process can be Present and Suitable but not yet Operating or Effective.
- Moving from Operating to Effective often requires time, data, and continuous improvement.