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Practical MS Tips for Accountable Managers on Auditors

7 key steps every AOC/CAMO holder needs

→ Swipe to protect your operation & stay compliant

MS: *Management System*



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1.

Own the audit programme – do not outsource Accountability

Review CMS, SMS and Part-IS **audits yourself**. The auditor works for you, **not instead of you**.

- Paperwork is not assurance. **Knowledge is**.
- An audit that produces only a file **has already failed**.
- If the audit does not change a decision, **it was theatre**.



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2.

Ban the 3 audits that produce paperwork **and no knowledge**

Three audits look **busy** and teach the organisation **nothing**.

- The **courtesy audit**: **friendly** walk-through, no sampling depth, coffee afterwards.
- The **checklist ritual**: yes/no boxes ticked at speed. Conformity confirmed. **Effectiveness never examined**.
- The **ambush**: audit as punishment. It teaches the organisation **to hide things** from its own immune system.

Demand the **fourth kind**: **planned around risk, sampled with intent, evidenced beyond argument, reported so you can act**.



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3. Resource the programme

No protected time, no competent independent auditors, no tools = no CMS/SMS/Part-IS (**source of ROI erosion**).

- Give the CMM/SMS/Part-IS enough people that nobody **audits their own work**.
- **Protect** audit days in diaries so the next operational emergency cannot consume them.
- **Fund** training and hybrid/remote platforms (where applicable).
- **Document** how the money is used — external auditors love that.



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4.

Kill the flat annual calendar

“Audit every department (at least) once a year” **is a habit**, not an objective.

- **Build** with your **MS Team the schedule** from four inputs: process criticality, change (new NP, new ERP, new Part-ORO/CAMO rules), history (findings, complaints, SPI dips), and maturity,
- Not only compliance.
- A **strong objective** sounds like: *verify controls on our top five CMS/SMS/Part-IS risks; test last year's corrective actions; give management a trustworthy picture of process health.*



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5. Protect independence and **Just Culture**

Auditees forget findings within a year. They **remember** conduct for the rest of their careers. That memory sets the price of **honesty** for the next auditor (which in turn impacts ROI).

- Say it out loud at opening meetings: **the system is on trial**, not the people.
- Never shoot the messenger. Thank people who report.
- Whenever possible, avoid letting the **same auditor** own the same area for years until they stop seeing it ...or mitigate this with **an external audit service** or with strong competence-based **auditor training**.



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6.

Use findings to decide — not to decorate the file

Criteria → evidence → finding → conclusion. Break any link and you have an opinion with a clipboard.

- Require **effectiveness checks**, not just closure (*efficiency is here*).
- **Feed aggregate themes** into Management Review / SRB.
- A programme that looks **identical** three years running is not stable. It is **unmanaged**. It is only expensive and does not produce knowledge.



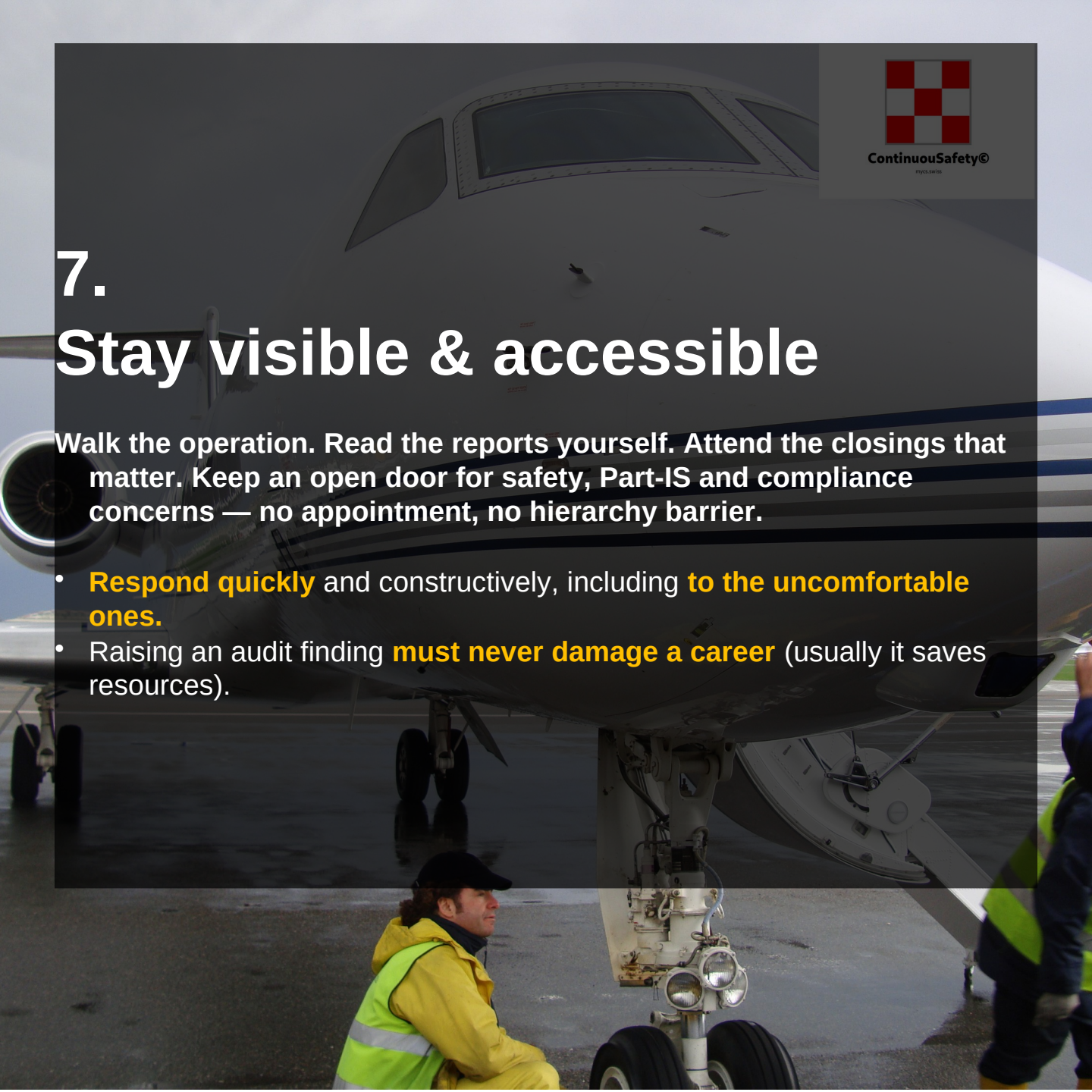
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7.

Stay visible & accessible

Walk the operation. Read the reports yourself. Attend the closings that matter. Keep an open door for safety, Part-IS and compliance concerns — no appointment, no hierarchy barrier.

- **Respond quickly** and constructively, including **to the uncomfortable ones.**
- Raising an audit finding **must never damage a career** (usually it saves resources).





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Want the full practical guide with examples & checklist?

I expanded these 7 steps into a detailed article on mycs.swiss/acm

Comment the GUIDE below
or check the first comment for the link.

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