

AIR CHARTER



**OPERATOR STANDARDS
MANUAL**

RECORD OF REVISIONS

Revision Number	Date	Date Entered	Entered By
ORIGINAL	June 2008	Included	Included
1	October 2008	Included	Included
2	March 2009	Included	Included

LIST OF EFFECTIVE PAGES

Section	Effective Date	Page No.	Revision 2 Page Changes
Record of Revisions	March 2009	i	i
List of Effective Pages	March 2009	ii thru iii	ii thru iii
Table of Contents	March 2009	iv thru ix	iv thru ix
Introduction	March 2009	x	x
Abbreviations & Acronyms	March 2009	xi thru xii	—
Definitions	March 2009	xiii thru xvii	xiii thru xvii
Section 1	March 2009	1 thru 10	8
Section 2	March 2009	11 thru 17	—
Section 3	March 2009	18 thru 19	—
Section 4	March 2009	20 thru 24	—
Section 5	March 2009	25 thru 27	—
Section 6	March 2009	28 thru 31	—
Section 7	March 2009	32 thru 33	—
Section 8	March 2009	34 thru 37	—
Section 9	March 2009	38	—

Section 10	March 2009	39 thru 40	—
Appendix A	March 2009	A-1 thru A-108	A-27
Appendix B	March 2009	B-1 thru B-12	B-1 thru B-43

TABLE OF CONTENTS

RECORD OF REVISIONS	I
LIST OF EFFECTIVE PAGES	II
INTRODUCTION	X
ABBREVIATIONS AND ACRONYMS	XI
DEFINITIONS	XIII
SECTION 1: CORPORATE ORGANIZATION AND MANAGEMENT	1
1.0 MANAGEMENT SYSTEM.....	1
1.1 ORGANIZATION	1
1.2 MANAGEMENT COMMITMENT.....	1
1.3 RESPONSIBILITIES AND AUTHORITIES	2
1.4 INTERNAL COMMUNICATION	2
1.5 CORRECTIVE / PREVENTIVE ACTION	3
1.6 CORPORATE MANAGEMENT REVIEW	3
1.7 PROVISION OF RESOURCES.....	3
1.8 OPERATIONAL SAFETY PLANNING AND CONTROL.....	4
2.0 DOCUMENTATION AND RECORDS MANAGEMENT	4
2.1 OPERATIONAL DOCUMENTATION	4
2.2 CONTROL OF DOCUMENTS.....	4
2.3 CONTROL OF RECORDS.....	5
3.0 SAFETY MANAGEMENT SYSTEM	5
3.1 SAFETY POLICY	5
3.2 SAFETY RISK MANAGEMENT.....	6
3.3 SAFETY ASSURANCE.....	7
3.4 SAFETY PROMOTION	8
4.0 QUALITY ASSURANCE	8
4.1 QUALITY SYSTEMS.....	8
4.2 INTERNAL EVALUATION PROGRAM	9
4.3 EXTERNAL EVALUATION PROGRAM	9
5.0 EMERGENCY / CONTINGENCY MANAGEMENT.....	9
5.1 PLANNING	9
5.2 PREPARATION.....	10

SECTION 2: FLIGHT OPERATIONS.....	11
1.0 FLIGHT OPERATIONS ORGANIZATION AND MANAGEMENT.....	11
1.1 AIR OPERATOR CERTIFICATE (AOC) AND GOVERNMENT SUPERVISION	11
1.2 ORGANIZATION STRUCTURE AND RESPONSIBILITIES / GENERAL MANAGEMENT.....	11
1.3 HUMAN RESOURCE POLICIES	11
2.0 LINE OPERATIONS.....	11
2.1 MANAGEMENT OF POLICIES AND PROCEDURES	11
2.2 FLIGHT / CABIN CREW RESPONSIBILITIES.....	11
2.3 FLIGHT / CABIN CREW COMPOSITION, QUALIFICATIONS, FLIGHT TIME LIMITATIONS AND SCHEDULING	12
2.4 FLIGHT PREPARATION AND PREFLIGHT	12
2.5 GROUND HANDLING.....	13
2.6 AIRSPACE RULES	13
2.7 IN-FLIGHT	13
2.8 NON-NORMAL / ABNORMAL OPERATIONS, HANDLING OF INCIDENTS / ACCIDENTS.....	13
3.0 FLIGHT CREW TRAINING AND EXAMINATION	13
3.1 ORGANIZATION STRUCTURE AND MANAGEMENT GENERAL.....	13
3.2 INSTRUCTORS, EXAMINERS, LINE CHECK AIRMEN.....	14
3.3 EXAMINATION / CERTIFICATION.....	14
3.4 FACILITIES, TRAINING AIDS AND EQUIPMENT.....	14
3.5 GROUND TRAINING SYLLABUS.....	14
3.6 SIMULATOR AND / OR AIRPLANE TRAINING SYLLABUS.....	15
4.0 TECHNICAL OPERATIONS	15
4.1 AIRPLANE PERFORMANCE	15
4.2 NAVIGATION AND FACILITIES.....	15
4.3 EQUIPMENT SPECIFICATIONS AND REQUIREMENTS	15
5.0 INTERNATIONAL OPERATIONS.....	16
5.1 DOCUMENTATION.....	16
5.2 COMPLIANCE WITH INTERNATIONAL REQUIREMENTS.....	16
5.3 OVERWATER OPERATIONS	16
5.4 MAINTENANCE	17

SECTION 3: OPERATIONAL CONTROL	18
1.0 ORGANIZATION AND MANAGEMENT.....	18
1.1 MANAGEMENT SYSTEM.....	18
2.0 MANUALS AND DOCUMENTATION.....	18
3.0 QUALITY ASSURANCE	18
4.0 TRAINING PROGRAMS	19
5.0 HIRING – QUALIFICATIONS – LICENSING – CERTIFICATION.....	19
6.0 RECORDS RETENTION.....	19
SECTION 4: AIRCRAFT MAINTENANCE	20
1.0 ORGANIZATION AND MANAGEMENT SYSTEM.....	20
1.1 MANAGEMENT.....	20
1.2 ORGANIZATION	20
1.3 MAINTENANCE PERSONNEL.....	21
1.4 INSPECTION PERSONNEL	21
2.0 DOCUMENTATION / RECORDS / MANUALS.....	21
2.1 GENERAL	21
2.2 AIRCRAFT AND CERTIFICATION DOCUMENTS	22
2.3 AIRFRAME / ENGINE / PROPELLER / APPLIANCE RECORDS (LOG BOOKS)	22
2.4 MANUFACTURERS MAINTENANCE MANUALS.....	22
3.0 MATERIALS, HOUSING, AND FACILITIES	22
3.1 MATERIALS MANAGEMENT	22
3.2 DANGEROUS GOODS / HAZARDOUS MATERIALS.....	23
3.3 FACILITIES / EQUIPMENT.....	23
4.0 MAINTENANCE PROGRAMS.....	24
5.0 TRAINING PROGRAMS	24
SECTION 5: CABIN OPERATIONS	25
1.0 ORGANIZATION AND MANAGEMENT.....	25
2.0 MANUALS AND DOCUMENTATION.....	25
3.0 TRAINING PROGRAMS	25
4.0 FLIGHT ATTENDANTS	26
5.0 CABIN SERVERS	26

6.0	MEDICAL PERSONNEL	26
7.0	SECURITY PERSONNEL	26
8.0	OTHER SAFETY REPRESENTATIVES.....	27
9.0	USE OF JUMP SEATS	27
	SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING	28
1.0	ORGANIZATION AND MANAGEMENT	28
2.0	MANUALS AND DOCUMENTATION.....	28
3.0	TRAINING PROGRAMS	28
4.0	CONTRACT GROUND HANDLING	29
	4.1 ORGANIZATION AND MANAGEMENT.....	29
	4.2 AUDITING AND QUALITY ASSURANCE.....	29
	4.3 CONTRACT MANAGEMENT	29
	4.4 SAFETY PROGRAMS AND RISK CONTROL.....	29
5.0	PROGRAMS.....	30
	5.1 PARKING OF AIRCRAFT.....	30
	5.2 TOWING OF AIRCRAFT.....	30
	5.3 TAXIING OF AIRCRAFT.....	30
	5.4 FUELING AND SERVICING OF AIRCRAFT.....	30
	5.5 DIRECTING MOVEMENT OF AIRCRAFT.....	30
	5.6 BAGGAGE LOADING.....	30
	5.7 QUALITY ASSURANCE	30
	5.8 SECURITY.....	31
	5.9 AIRCRAFT DE-ICING / ANTI-ICING	31
	SECTION 7: CARGO OPERATIONS	32
1.0	ORGANIZATION AND MANAGEMENT	32
2.0	LOADING CARGO	32
3.0	MANUALS AND DOCUMENTATION.....	32
4.0	TRAINING PROGRAMS	32
5.0	USE OF JUMP SEATS	33

SECTION 8: OPERATIONAL SECURITY	34
1.0 ORGANIZATION AND MANAGEMENT	34
1.1 ORGANIZATION	34
1.2 MANAGEMENT	34
2.0 MANUALS AND DOCUMENTATION	34
3.0 QUALITY ASSURANCE	34
4.0 TRAINING PROGRAMS	35
5.0 CONTRACT SERVICES	35
6.0 ACCESS CONTROL	35
7.0 AIRCRAFT	35
8.0 CARRIAGE OF PROHIBITED ITEMS	35
9.0 PASSENGERS AND CABIN BAGGAGE	36
10.0 SECURITY REQUIREMENTS	36
11.0 DRUG AND ALCOHOL SCREENING	36
12.0 EMPLOYEE BACKGROUND CHECKS	36
13.0 FACILITY SECURITY	37
14.0 PASSENGER CONFIDENTIALITY	37
SECTION 9: PASSENGER HANDLING & SAFETY	38
1.0 CUSTOMER TRIP COORDINATION / CUSTOMER INTERACTION	38
2.0 PASSENGER LOADING / UNLOADING	38
3.0 IN-FLIGHT	38
SECTION 10: DANGEROUS GOODS / HAZARDOUS MATERIALS — WILL CARRY OPERATOR	39
1.0 ORGANIZATION AND MANAGEMENT	39
2.0 INSPECTING AND LOADING CARGO	39
3.0 HAZARDOUS MATERIALS	39
4.0 MANUALS AND DOCUMENTATION	39
5.0 TRAINING PROGRAMS	40
APPENDIX A: OPERATOR STANDARDS GUIDANCE	A-1
APPENDIX B: REGULATORY CROSS-REFERENCE TABLE	B-1

INTENTIONALLY LEFT BLANK

INTRODUCTION

The Air Charter Safety Foundation (ACSF) has established the ACSF Industry Audit Standard to advance charter and shared aircraft ownership industry standards and practices, and to promote the universal acceptance of safety management systems. This manual provides the standards, recommended practices, and guidance necessary for an On-Demand Air Carrier or Shared Ownership Program Manager to successfully prepare for an audit conducted under the ACSF Industry Audit Standard.

Operators participating in this audit program shall establish, document, implement, and maintain a management system, which includes safety and quality, and which provides for continuous improvement of the management system in accordance with these standards.

ACSF recognizes the need for Operators to exercise effective oversight of their organization and has established these audit standards. The primary objectives of the ACSF audit are:

1. To determine the degree of conformance by Operators in implementing ACSF management standards.
2. To observe and assess an Operator's adherence to ACSF-recommended practices, associated procedures, guidance material and safety-related practices.
3. To determine the effectiveness of an Operator's implementation of its management systems through the establishment of appropriate management authorities, responsibilities, inspections, and auditing.
4. To provide Operators with advice in order to improve their safety and quality capabilities.

The surrender, revocation, or suspension of an Air Operator Certificate, Operations Specifications or Management Specifications shall immediately void any status as an ACSF audited/registered organization. To be reinstated, the Operator must re-apply to ACSF and undergo another registration audit.

Operator Standards and Audit Materials

Operators who wish to participate in this audit program should be thoroughly familiar with this Operator Standards Manual, the Operator Standards Guidance in Appendix A, and the audit materials used during an ACSF registration audit. All manuals, materials and guidance are available for download from the ACSF website: www.acsf.aero/audit.

ACSF reviews and revises the Operator Standards as necessary. No revision service is provided. It is the user's (Operator, Audit Company, and Auditor) responsibility to ensure they possess the current version of the Standards.

ABBREVIATIONS AND ACRONYMS

AAIP	Approved Aircraft Inspection Program
AC	Advisory Circular
ACAS	Airborne Collision Avoidance System
ACSF	Air Charter Safety Foundation
AD	Airworthiness Directive
AFM	Aircraft Flight Manual
AMC	Acceptable Means of Compliance
AMO	Approved Maintenance Organization
ASAP	Aviation Safety Action Program
AOC	Air Operator Certificate
APU	Auxiliary Power Unit
ASR	Air Safety Report
ASRS	Aviation Safety Reporting System (NASA)
ATC	Air Traffic Control
CAMP	Continuous Airworthiness Maintenance Program
CAP	Corrective Action Plan
CAR	Corrective Action Record
CASE	Coordinating Agency for Supplier Evaluation
CASS	Continuing Analysis & Surveillance System
CDL	Configuration Deviation List
CEO	Chief Executive Officer
CFR	Code of Federal Regulations (US)
CFIT	Controlled Flight into Terrain
CHDO	Certificate Holding District Office (FAA)
CMO	Certificate Management Office (FAA)
CRM	Crew Resource Management
CVR	Cockpit Voice Recorder
DAR	Designated Airworthiness Representative
DER	Designated Engineering Representative
DG	Dangerous Goods
EASA	European Aviation Safety Agency
EGPWS	Enhanced Ground Proximity Warning System
ELT	Emergency Locator Transmitter
EPA	Environmental Protection Agency
ERP	Emergency Response Plan
EU	European Union
FAA	Federal Aviation Administration (US)
FAR	Federal Aviation Regulation (US)
FBO	Fixed Base Operator
FDR	Flight Data Recorder
FMS	Flight Management System
FOD	Foreign Object Damage
FOM	Flight Operations Manual
FOQA	Flight Operational Quality Assurance
FSDO	Flight Standards District Office (FAA)
GMM	General Maintenance Manual
GOM	General Operations Manual
GPS	Global Positioning System
GPWS	Ground Proximity Warning System
HFACS	Human Factors Analysis and Classification System
ICAO	International Civil Aviation Organization
IEP	Internal Evaluation Program

INFO	Information for Operators
IPM	Inspection Procedures Manual
ISO	International Organization for Standardization
JAA	Joint Aviation Authorities
JAR	Joint Aviation Requirement
JHA	Job Hazard Analysis
LOSA	Line Operations Safety Audit
MEL	Minimum Equipment List
MISR	Maintenance Interruption Summary Report
MMEL	Master Minimum Equipment List
MNPS	Minimum Navigation Performance Specifications
MRB	Maintenance Review Board
MRM	Maintenance Resource Management
MRO	Maintenance Repair Organization
MRR	Maintenance Reliability Report
MSAW	Minimum Safe Altitude Warning
MSDS	Material Safety Data Sheet
NAA	National Aviation Authority
NASA	National Aeronautics and Space Administration (US)
NM	Nautical Mile
NTSB	National Transportation Safety Board (US)
OEM	Original Equipment Manufacturer
OM	Operations Manual
OSHA	Occupational Safety and Health Administration
PBE	Personal Breathing Equipment
PIC	Pilot in Command
PPE	Personal Protective Equipment
QAR	Quick Access Recorder
QAS	Quality Assurance System
RA	Resolution Advisory
RII	Required Inspection Item
RNP	Required Navigation Performance
RSM	Repair Station Manual
RVSM	Reduced Vertical Separation Minimum
SARPs	Standards and Recommended Practices (ICAO)
SAFO	Safety Alert for Operators
SB	Service Bulletin
SDR	Service Difficulty Report
SIC	Second in Command
SID	Standard Instrument Departure
SIDA	Security Identification Display Area
SM	Safety Manager
SMM	Safety Management Manual
SMS	Safety Management System
SOPs	Standard Operating Procedures
SUPS	Suspected Unapproved Parts
STC	Supplemental Type Certificate
TAWS	Terrain Awareness and Warning System
TCAS	Traffic Alert and Collision Avoidance System
TCDS	Type Certificate Data Sheet
TEM	Threat and Error Management
TSA	Transportation Security Administration (US)
U.S.	United States
VDRP	Voluntary Disclosure Reporting Program

DEFINITIONS

A

Accountable Executive / Manager: The manager who has corporate authority for ensuring that all prescribed actions are performed to the standard required by the National Aviation Authority. When authorized by the Authority, the Accountable Manager may delegate all or part of his / her authority in writing to another person within the organization, who becomes the Accountable Manager for the matters delegated.

Audit: The structured and objective assessment of an Operator to determine conformity with Air Charter Safety Foundation standards and recommended practices.

Audit Closure: The point in the audit process when all Findings have been closed and verified.

Audit Report: The documented record of an audit that contains information regarding the conduct and results of the audit.

Auditee: The operator that is audited.

Auditor: An auditor that has satisfied Air Charter Safety Foundation qualification and competence standards, and has successfully completed training and qualification to conduct audits under the Air Charter Safety Foundation Industry Audit Standard.

B

Best Practice: A strategy, process, approach, method, tool or technique that is generally recognized as being effective in helping an operator to achieve operational objectives.

C

Cabin Server: An individual provided to assist in the comfort and convenience of the passengers. The cabin server is considered a passenger (not a crewmember) and cannot perform safety-related duties. A cabin server may only operate equipment after receiving instruction from the pilot-in-command, including what actions to take in the event the equipment malfunctions.

Conformity: Fulfillment of specifications contained in recommended practices as determined by an audit in terms of having been documented and/or implemented by the operator.

Contractor: An organization or person, external to the operation, whose business is to supply services, goods or information for payment. The services, goods or information are supplied for a negotiated cost and period of time.

Corrective action: The action(s) taken to eliminate or mitigate the cause of or to reduce the effects of a detected non-conformity or other undesirable situation.

Corrective Action Plan (CAP): The total plan of an auditee to close all findings through implementation of comprehensive and permanent corrective action(s).

Corrective Action Record (CAR): A document that identifies the need for corrective action based on a finding, and provides a history of implementation and verification of the corrective action.

D

Dangerous Goods (DG): Articles or substances which are capable of posing significant risk to health, safety, property or the environment when transported by air.

Dispatch Personnel: When used in this manual, includes those Operator employees who either hold a dispatch license issued by the NAA, or are unlicensed flight schedulers.

Documented: The state of a specification as being published and accurately represented in an operational manual, handbook or other official Operator medium, e.g., paper, electronic, etc.

Documented Procedure: When used in this manual, it means that the procedure is documented, established, implemented, and maintained.

E

Evaluation: (Ref: AC 120-59A.) A functionally independent review of company policies, procedures and systems. If accomplished by the company itself, the evaluation should be done by an element of the company other than the one performing the function being evaluated. The evaluation process builds on the concepts of auditing and inspection. An evaluation is an anticipatory process and is designed to identify and correct potential findings before they occur. An evaluation is synonymous with the term systems audit.

Evidence: Data or information discovered during an audit that is analyzed by the auditor to determine fulfillment of Air Charter Safety Foundation recommended practices.

F

Finding: The documented statement based on factual evidence that indicates an operator is not in conformity with an Air Charter Safety Foundation Standard.

Flight Attendant: A crewmember assigned by the certificate holder or program manager who is trained and checked to perform safety-related duties. Safety-related duties include, but are not limited to, operation of aircraft exits, conducting the required passenger safety briefing, and operating available emergency equipment.

H

Hazard: Any existing or potential condition that can lead to injury, illness, or death to people; damage or loss of a system, equipment or property; or damage to the environment. A hazard is a condition that is a prerequisite to an accident or incident.

Hazardous Material: A substance or material capable of posing an unreasonable risk to health, safety, property or the environment when transported by air.

I

Implemented: The state of a specification as being activated, integrated, incorporated, deployed, installed, or made available as part of the operational system, and monitored and evaluated as necessary for continued effectiveness.

In-Briefing: The meeting at the beginning of the on-site phase of the audit, where the audit team reviews with the auditee the audit plan and other arrangements, activities and information relevant to the conduct of the audit.

Industry Audit Standard: The combination of the Air Charter Safety Foundation (ACSF) Operator Standards and industry best practices that constitute the scope of the ACSF audit processes.

Interim Corrective Action: Action that provides satisfactory resolution of non-conformity on a temporary basis until comprehensive and permanent corrective action in accordance with the accepted CAP can be fully implemented by the auditee.

Interim Audit Report: The official report of Findings and Observations that is presented to the auditee after completion of the on-site phase of the audit.

L

Library: An organized system for documentation retention and control.

Likelihood: The estimated probability or frequency, in quantitative or qualitative terms, of an occurrence related to a hazard.

N

National Aviation Authority (NAA): The national aviation regulatory agency of a State, as defined by international law.

Non-Conformity: Non-fulfillment of specifications contained in Air Charter Safety Foundation recommended practices as determined by the auditor in terms of having been documented and/or implemented by the Operator.

O

Objective Evidence: Information, which can be proved to be true, based on the facts obtained through observation, measurement, test or other means.

Observation: The documented statement by the auditor based on factual evidence gathered during an audit that indicates an Operator has not fulfilled an Air Charter Safety Foundation Recommended Practice.

Operational Control: Exercising the authority over the initiation, conduct, and termination of a flight or series of flights.

Operator: An air carrier or other organization that engages in aircraft operation; a company holding an AOC and/or MSpecs.

Out-Briefing: The formal meeting at the conclusion of the on-site phase of an audit, where the audit team reviews with the auditee information relative to findings and observations, the corrective action plan (CAP) and other subjects relevant to the audit process.

P

Preventive action: Action to eliminate or mitigate the cause or reduce the effects of a potential non-conformity or other undesirable situation.

Q

Quality: The degree to which a system consistently meets specified requirements, satisfies stated needs, or produces desired outcomes.

R

Recommended Practice: A specified program, system, policy, process, procedure, plan, set of measures, facility, component, type of equipment, or any other aspect of operations under the audit scope of the Air Charter Safety Foundation, the fulfillment of which is considered optional, but desirable, by the Operator.

Registry: The official listing of organizations that have achieved and are currently maintaining a qualified status with the Air Charter Safety Foundation.

Requirement: A specification in an ACSF Operator Standard that is an operational necessity.

Risk: The composite of predicted severity and likelihood of the potential effect of a hazard in the worst credible system state.

Risk Control: The steps taken to eliminate hazards or to mitigate their effects by reducing severity and/or likelihood of risk associated with those hazards.

S

Safety: A condition in which the risk of harm or damage is limited to an acceptable level.

Safety Assurance: SMS process management functions that systematically provide confidence that organizational products/services meet or exceed safety requirements.

Safety Management System (SMS): The formal, top-down business-like approach to managing safety risk. It includes systematic procedures, practices, and policies for the management of safety (as described in this Standard it includes safety risk management, safety policy, safety assurance, and safety promotion).

NOTE 1: The extent of the SMS documentation can differ from one organization to another due to the size of the organization and type of flight activities.

NOTE 2: The documentation can be in any form or type of medium.

Safety Promotion: A combination of safety culture, training, and data sharing activities that support the implementation and operation of an SMS in an organization.

Safety Risk Management (SRM): A formal process within the SMS composed of describing the system, identifying the hazards, assessing the risk, analyzing the risk, and controlling the risk. The SRM process is embedded in the processes used to provide the product/service; it is not a separate/distinct process.

Satellite Base: The permanent location, other than the Operator's main base, of an aircraft over which an Operator exercises operational control.

Service Provider: Any entity that offers or sells a product/service to satisfy a want or need in the air transportation system. Examples of product/service providers include: aircraft and aircraft parts manufacturers; aircraft operators; maintainers of aircraft, avionics, and air traffic control equipment; educators in the air transportation system; etc.

Severity: The consequence or impact of a hazard in terms of degree of loss or harm.

Standard: A specified program, system, policy, process, procedure, plan, set of measures, facility, component, type of equipment, or any other aspect of operations under the audit scope of

the Air Charter Safety Foundation, that is considered an operational necessity, and with which an Operator will be expected to be in conformity at the conclusion of the audit.

Standards Guidance: Information in the ACSF Operator Standards Manual that establishes operational provisions and/or practices that ensure conformity with ACSF recommended practices, and serves to clarify the meaning and intent of standards and recommended practices.

Standards Manual: The published document that contains the Air Charter Safety Foundation recommended practices, and other supporting information.

State: A Contracting State (Nation) of the Convention on International Civil Aviation.

Supplier: An internal or external organization or person, whose business is to supply services, goods or information for payment. This entity may or may not enter into a contractual arrangement. (Also see “Contractor.”)

System: An integrated set of constituent elements that are combined in an operational or support environment to accomplish a defined objective. These elements include people, hardware, software, firmware, information, procedures, facilities, services, and other support facets.

System Attributes: The characteristics of a well-defined system. There are six system attributes:

- **Responsibility:** The person or persons accountable for managing a process (planning, organizing, directing, controlling) and its ultimate accomplishment.
- **Authority:** The person or persons who can direct, control, or change a process, and who can make key decisions, such as risk acceptance. This attribute includes the process of empowerment.
- **Procedures:** Specified ways to carry out an activity or process. Procedures translate the “what” in goals and objectives into “how” in practical activities.
- **Controls:** Elements of the system that include hardware, software, special procedures or procedural steps, and supervisory practices designed to keep processes on track.
- **Process Measures:** Means of providing feedback to responsible parties that required actions are taking place, required outputs are being produced, and expected outcomes are being achieved.
- **Interfaces:** Includes items such as, lines of authority between departments, lines of communication between employees, consistency of procedures, and clear delineation of responsibility between organizations, work units and employees.

I

Top Management: (Ref: ISO 9000-2000 definition 3.2.7.) The person or group of people that directs or controls an organization.

W

Wet Footprint: A term used when an aircraft exceeds the equal time point to land on anything but intended destination (Island) or water. Can be used with the prefixes “all engines operating,” “depressurization” and “single engine out” to represent wet footprints of varying reasons.

SECTION 1: CORPORATE ORGANIZATION AND MANAGEMENT

1.0 Management System

1.1 Organization

- 1.1.1** The Operator shall possess either: a valid Air Operator Certificate (AOC) and Operations Specifications (Ops Specs), or valid Management Specifications (MSpecs) issued by the National Aviation Authority (NAA). The Ops Specs or MSpecs and the associated documentation shall identify the scope of authorizations, limitations and restrictions, and the managers accountable for the AOC, Ops Specs and MSpecs operations.
- 1.1.2** The Operator shall have a documented policy that emphasizes the organization's responsibility for complying with the laws, regulations, policies and procedures of the States in which operations are conducted.
- 1.1.3** The Operator shall have a management system in place that ensures the organization has clearly defined lines of authority and responsibility for the establishment of processes to identify the minimum regulatory requirements, and a documented procedure to ensure regulatory compliance.
- 1.1.4** The Accountable Executive or a designated representative shall have overall accountability and responsibility for the effectiveness of the management system. This Accountable Executive shall possess absolute authority over control of resources necessary to finance, implement and enforce policies and procedures within the organization.
- 1.1.5** The Operator shall ensure that the minimum required management positions, as required by the NAA, are filled with individuals who meet the minimum regulatory requirements, and are approved by the NAA.
- 1.1.6** The Operator shall assign responsibility for compliance with governing regulations and internal standards to other managers and individuals, as required by the complexity of the organization, who are qualified, trained, and approved or authorized by the Operator.
- 1.1.7** The Operator shall appoint an individual whose responsibility is the implementation and continuing oversight of the Safety Management System (SMS). In this capacity the individual shall report to the Accountable Executive or designated representative who is accountable for the effectiveness of the system.

1.2 Management Commitment

- 1.2.1** The Operator shall document a corporate policy, signed by the Accountable Executive, that commits the organization to ensuring safety and quality are core values and a priority in all phases of the operation.
- 1.2.2** The Operator shall include safety and quality in the basic duties and responsibilities at all levels of management.

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

1.2.3 The Operator shall continually seek ways to improve and refine the organization's safety/quality commitment and culture. This shall be accomplished by:

- A. Documenting the requirement for all personnel to fully comply with all governing statutes and regulations.
- B. The conduct of periodic reviews, by Top Management and the Accountable Executive, of the safety and quality systems. This review shall validate the suitability of policies and procedures, and update or revise them as necessary.
- C. Establishing a method of communicating to the entire organization, the importance of meeting safety, quality, statutory, and regulatory requirements.
- D. Establishing a safety policy.
- E. Ensuring that safety objectives are established, managed, remain current, and are updated or revised as necessary.
- F. Ensuring the availability of the resources needed to manage and maintain the safety and quality systems.

1.3 Responsibilities and Authorities

1.3.1 The Accountable Executive shall ensure the authorities and responsibilities are defined, and documented in the SMS and/or other company manuals as required by regulation, and are communicated within the organization.

1.3.2 The Accountable Executive shall appoint an individual who is responsible for oversight of each specific function of the operation. This individual shall be responsible for developing, implementing, maintaining and integrating (in conjunction with other functions) processes and procedures for his/her specific function. Further, this responsible individual shall keep the Accountable Executive informed on the performance of and need for improvement of the management system.

1.3.3 The Accountable Executive shall establish clearly defined lines of succession, for those times when the managers and supervisors are not readily available or are absent from the workplace.

1.3.4 Responsible individuals shall be held accountable for quality and safety results, as documented in their job descriptions. They shall ensure compliance with applicable rules, regulations and organizational standards. They shall identify deficiencies, develop, implement and verify preventive and corrective measures. They shall communicate as appropriate with the appropriate regulatory authorities regarding issues related to safety and quality.

1.4 Internal Communication

1.4.1 The organization shall have well-defined internal communication processes that are able to effectively communicate organizational, operational, safety and quality messages and information in a format that ensures comprehension by the appropriate personnel and adheres to all relevant regulatory requirements.

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

1.5 Corrective / Preventive Action

- 1.5.1 The management system shall have documented corrective and preventive action procedures to eliminate or mitigate to as low a level as practical, any quality and/or safety deficiency that is identified.
- 1.5.2 Corrective and preventive action shall ensure that the causes and effects of actual and potential non-conformances are mitigated, remedied and/or eliminated.
- 1.5.3 The management system shall have a documented procedure that specifies the individuals responsible for:
 - A. Reviewing non-conformities, noncompliance and deficiencies
 - B. Determining the root cause of the non-conformities
 - C. Evaluating the need for corrective action
 - D. Implementing the appropriate corrective measures to ensure there is not a recurrence
 - E. Assigning an individual responsible for implementation of corrective and/or preventive actions
 - F. Monitoring and tracking the results of the actions
 - G. Mitigating regulatory action
 - H. Verification that corrective or preventive actions have been implemented and effective

1.6 Corporate Management Review

- 1.6.1 At regular intervals (not to exceed one year) the Accountable Executive shall conduct a review of the management system to assess its adequacy and suitability. This review shall evaluate the systems effectiveness, determine required improvements, and the need for changes to the safety management system, and implement appropriate corrective and preventive actions. This review shall include, but not be limited to:
 - A. Safety policy
 - B. Safety objectives
 - C. Organizational and internal reporting structure
 - D. Individual authorities and responsibilities
 - E. Company and organizational
 - a. Policies;
 - b. Processes;
 - c. Procedures.

- 1.6.2 Records from management reviews shall be maintained.

1.7 Provision of Resources

- 1.7.1 The Accountable Executive shall ensure sufficient resources are available to implement and sustain effective quality and safety systems.

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- 1.7.2 The Accountable Executive shall ensure all functions within the organization are filled with competent individuals with the minimum knowledge, experience, qualifications, and demonstrated skills appropriate for the position.
- 1.7.3 The Accountable Executive shall ensure position responsibilities and qualifications requirements are documented, practical, appropriate, and achievable. This includes all positions regardless of technical and regulatory proficiency requirements.
- 1.7.4 The Accountable Executive shall ensure all personnel maintain their competency through continuing education and training. All personnel required to meet regulatory requirements for their position must remain qualified.
- 1.7.5 The organization shall maintain accurate records on all personnel, depicting their qualifications, experience, education and training.

1.8 Operational Safety Planning and Control

- 1.8.1 The Operator shall have documented processes and procedures to identify, evaluate and implement mandates from external sources, such as original equipment manufacturers, regulatory agencies, etc., in its planning and decision processes.
- 1.8.2 The Operator shall establish documented processes and procedures to identify the minimum regulatory requirements, prior to each flight operation, and a documented procedure to ensure regulatory compliance for:
 - A. Flight crew,
 - B. Airplane,
 - C. Flight operations, and
 - D. Passengers.

2.0 Documentation and Records Management

2.1 Operational Documentation

- 2.1.1 The organization shall ensure all documents used in the conduct of business are identifiable, concise, legible, current and understandable by those who use them.
- 2.1.2 The organization shall ensure all documents are easily retrievable, useable and presented logically.

2.2 Control of Documents

- 2.2.1 The Operator shall have a master library and a system for document control and retention.
- 2.2.2 The Operator shall have documented processes and procedures to ensure all documentation and manuals are kept current. This shall include, but not be limited to:
 - A. Review, update and approval

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- B. Identification of revision, status and changes
- C. Distribution and control
- D. Prevention of the unintended use of obsolete documents and application of suitable identification to them if they are retained for any use.
- E. Regulatory authority approval as required.

2.2.3 The Operator shall have a documented process and procedure for controlling and disseminating externally acquired and used documents.

2.3 Control of Records

2.3.1 Records shall be established and maintained to provide evidence of conformity to requirements.

2.3.2 Records shall remain legible, readily identifiable and retrievable.

2.3.3 A documented procedure shall be established to define the controls needed for the identification, storage, protection, retrieval, retention time and disposition of records.

2.3.4 The documented procedure shall define the method for controlling records that are created and/or retained by suppliers, vendors, or other outside agencies.

2.3.5 Records shall be available for review, inspection, and audit by regulatory authorities, and other entities in accordance with contract or regulatory requirements.

2.3.6 The Operator shall have a system for backing up all electronic records and files.

2.3.7 The Operator shall have a system for protecting all paper records and files against loss and/or destruction.

3.0 Safety Management System

3.1 Safety Policy

3.1.1 The Operator should have an integrated, comprehensive, and documented Safety Management System for its entire organization, and should continually improve its effectiveness in accordance with the requirements of this standard.

3.1.2 Top management should define the Operator's safety policy and communicate the expectations and objectives to all employees.

3.1.3 The Operator should integrate and interface safety and quality within its organization. Because Safety Management Systems use a quality approach to manage safety, both the safety and quality policy statements may be combined. However, if they are not combined, they should be consistent and interfacing.

3.1.4 The Operator should describe its safety management plan to meet the objectives described by its safety policy.

3.1.5 The Operator should specify the processes needed for the Safety Management System and their application throughout the operator's organization.

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- A. The Operator should determine criteria and methods needed to ensure that both the operation and control of these processes are effective, and determine the interaction of these processes.
 - B. The Operator should ensure the availability of resources and information necessary to support the operations, monitoring, measuring, and analysis of these processes.
 - C. The Operator should implement actions necessary to achieve planned results and continual improvement of these processes.
- 3.1.6** The Operator should define the roles, responsibilities, and relationships with regard to safety throughout its organization.
- 3.1.7** The Operator should integrate compliance with regulatory, legal, and Safety Management System requirements. To ensure compliance, these requirements will be clearly and consistently conveyed to all employees. The organization also will establish and maintain a procedure to identify applicable requirements, including a procedure for controlling and disseminating externally-acquired safety-related information and data.
- 3.1.8** The Operator should have clearly defined and documented safety policies, objectives, and procedures in paper or electronic format. The SMS should be documented and describe the scope, structure, and functions of the system. The documentation should describe the duties, responsibilities and authority of each individual and the relationship between and within functions and activities.
- 3.1.9** The Operator should have a clearly defined policy that encourages non-punitive reporting of unintentional or inadvertent errors. This policy should be supported from the highest levels of management and clearly articulated in the appropriate documents and manuals. The only exception to the non-punitive policy will be for those personnel committing errors that are the result of: willful violations of law or company policy, any event where there was intentional disregard for safety, any event or condition that involves criminal activity, substance abuse, controlled substances, alcohol or intentional falsification, willful misconduct or gross negligence.

3.2 Safety Risk Management

- 3.2.1** The Operator should identify the critical characteristics of its systems and operational environment and apply this knowledge to the identification of hazards, risk decision-making, and the design of risk controls.
- 3.2.2** Safety Risk Management should be applied to initial system design and reviewed as changes occur to the organization's operational environment to maintain safe operations.
- 3.2.3** The Operator should analyze its operational environment to gain an understanding of critical design and performance factors, processes, and activities to identify hazards.
- 3.2.4** The Operator should identify, describe, and document the characteristics of hazards in its operations in sufficient detail to determine associated risk and determine acceptability.

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- 3.2.5 The Operator should determine and analyze the severity and likelihood of potential events associated with identified hazards.
- 3.2.6 The Operator should assess each hazard and define acceptance procedures and levels of management that can make safety risk acceptance decisions. The organization should define the decision-making processes to determine risk acceptability and requirements for risk controls.
- 3.2.7 The Operator should design and implement a risk control for each hazard for which there is an unacceptable risk. For each Risk Control the residual or substitute risk should be analyzed before implementation.

3.3 Safety Assurance

- 3.3.1 The Operator should monitor, measure, and evaluate the performance and effectiveness of risk controls, as well as regulatory compliance and quality.
- 3.3.2 The Operator should collect, analyze and manage the data necessary to demonstrate the effectiveness of organizational processes and the SMS.
- 3.3.3 Products and services received from contractors should be monitored to ensure conformity to the SMS. The Operator should have a process for ensuring the safety and quality of a product, system or function that is outsourced. The system of control and oversight should be defined or referenced in the Operator's SMS.
- 3.3.4 The Operator should perform regularly scheduled internal audits of safety-related operational processes. These should include oversight audits as a means of managing and ensuring the safety and quality of outsourced products, systems or functions. These audits should be used in determining the conformance and effectiveness of safety-related controls that are currently in place.
- 3.3.5 The Operator should include the results of audits by oversight organizations in its analysis of data.
- 3.3.6 The Operator should establish procedures to collect data and investigate incidents and accidents that occur. Instances of potential regulatory noncompliance also should be included in the investigation process.
- 3.3.7 The Operator should perform an assessment of the output of its Analysis of Data. This data should be assessed to determine regulatory compliance, performance of safety-related functions of operational processes, and conformity with SMS requirements.
- 3.3.8 The Operator should take action to eliminate identified non-conformances identified during analysis to prevent recurrence. The process also should include a method to prioritize, track, implement, and determine the effectiveness and verification of all actions taken.
- 3.3.9 Top Management should conduct regular reviews of the SMS, including outputs of Safety Risk Management; Safety Assurance; and Lessons Learned. Top Management should determine the reporting requirements (inputs) to support this function. Management reviews should include assessing the effectiveness of an organization's operational processes and the need for possible changes. Action items from previous Management Reviews also should

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

be reviewed. Top Management should document the outputs of the Management Review.

- 3.3.10** The Operator should use the outputs of the Management Review to continually improve the effectiveness of the SMS and of safety risk controls through the use of the safety and quality policies, objectives, audit and evaluation results, analysis of data, and corrective and preventive actions.

3.4 Safety Promotion

- 3.4.1** Top Management should communicate the safety-related responsibilities for the organization's personnel including clear and regular communication of safety policy, goals, objectives, and standards.
- 3.4.2** Top Management should communicate the output of the organization's Management Systems to its employees.
- 3.4.3** Top Management should promote the growth of a positive safety culture through the organization's policies by assuring that employees receive initial and recurrent training commensurate with their positions. The organization also should evaluate and document the effectiveness of training.
- 3.4.4** The Operator should promote continuous improvement of its SMS by using safety lessons learned and communicating them to all personnel.

4.0 Quality Assurance

4.1 Quality Systems

- 4.1.1** The Operator should have a documented quality management process that defines and establishes the Operator's quality policy and objectives.
- 4.1.2** The Operator's documented quality assurance process should encompass the following elements, as applicable:
- A.** Monitoring and measurement of service providers;
 - B.** Inspection and testing methods;
 - C.** Monitoring of equipment including calibration and measurement;
 - D.** Internal audits (self-audits as required by this Program) and external audits (third-party audits);
 - E.** A documented system for collecting and monitoring corrective and preventive action(s);
 - F.** The use of appropriate statistical analysis, when required, to measure the effectiveness of the process;
 - G.** Appropriate training provided to designated employees on the elements of the quality assurance program to include their roles and responsibilities;
 - H.** Systems for reporting / collecting from employees' information relative to quality-related errors occurring in the workplace;
 - I.** Defined methods for analyzing process-related errors for root-cause factors that provide input to the corrective action reporting process.
- 4.1.3** The quality systems should include, but not be limited to:

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- A. Basic process control of the elements that make up that section
- B. Documentation of process control for the elements of that section
- C. Internal audit system of those elements
- D. External evaluation of vendors / suppliers associated with those elements
- E. Measurement of processes for reliability and effectiveness
- F. Independent audit (third party) of the elements of each section

4.2 Internal Evaluation Program

- 4.2.1 The Operator should have a continuing process incorporating the techniques of inspections, audits, and evaluations to assess managerial controls in key programs and systems.
- 4.2.2 The Operator should conduct a review that extends beyond regulatory compliance to determine deficiencies and detect needed improvements to Operator practices before deficiencies occur,
- 4.2.3 The Operator's internal evaluation process should be an ongoing function that identifies deficiencies, develops corrective and preventive actions, and performs follow-up evaluations that measure the effectiveness of interventions.
- 4.2.4 The internal evaluation process should be an independent function that has straight-line reporting responsibility to senior management and/or the Safety Department.

4.3 External Evaluation Program

- 4.3.1 The Operator should have independent third-party audits conducted in accordance with the requirements of this program.

5.0 Emergency / Contingency Management

- 5.0.1 The Operator shall develop and implement procedures that it will follow in the event of an accident, incident, natural disaster or other serious event.

5.1 Planning

- 5.1.1 The Operator shall have a current documented emergency response plan, or process, in place that addresses, at a minimum, the following events:
 - A. Major or Catastrophic Accident
 - 1) Substantial damage to the aircraft, or
 - 2) Serious or fatal injury to one or more persons, or
 - 3) Substantial damage to property.
 - B. Missing aircraft
 - C. Emergency airborne or potentially hazardous situation
 - D. Hijacking
 - E. Bomb threat/terrorist act
 - F. Reportable incidents to the NTSB
 - G. Facility Accident/Incident

SECTION 1: CORPORATE ORGANIZATION & MANAGEMENT

- 1) Substantial damage to Operator property, loss of life or serious injury caused by an event not covered by A, F, or H of this section
- H.** Aircraft damaged
 - 1) Minor damage on the ground, no loss of life, minor injury to person(s)
- I.** Environmental event
- J.** Health-related event
- K.** Employee welfare following a major event
- L.** Business Continuity/Recovery Plan
- M.** Managing events that occur outside of its country.

5.2 Preparation

- 5.2.1** The Operator shall conduct periodic training and orientation on the Operator's emergency response plan for all employees. As a minimum, those employees that are directly involved in the management of the emergency response plan shall attend the training and orientation.
- 5.2.2** The Operator shall conduct an emergency response exercise, on at least an annual basis, in order to evaluate the effectiveness of the Operator's emergency response plan and to take appropriate corrective action to improve the Operator's emergency response readiness. The results of the annual emergency response exercise shall be documented in the Management Review required by this Standard.

SECTION 2: FLIGHT OPERATIONS

1.0 Flight Operations Organization and Management

1.1 Air Operator Certificate (AOC) and Government Supervision

- 1.1.1 The Operator shall have a current copy of its Air Operator Certificate (AOC) available for inspection.
- 1.1.2 The Operator shall have available a list of the National Aviation Authority (NAA) personnel responsible for the oversight of its operation.

1.2 Organization Structure and Responsibilities / General Management

- 1.2.1 The Operator shall display in its Operations Manual (OM) an Operator organizational chart.
- 1.2.2 The Operator shall list in its OM all management personnel required by the NAA.
- 1.2.3 The Operator shall list in its OM the duties and responsibilities of the management personnel required by the NAA.
- 1.2.4 The Operator shall list in its OM or otherwise document the duties and responsibilities of additional managers and supervisors.

1.3 Human Resource Policies

- 1.3.1 The Operator shall provide each employee documented Operator policies and procedures.

2.0 Line Operations

2.1 Management of Policies and Procedures

2.2 Flight / Cabin Crew Responsibilities

- 2.2.1 The Operator's OM shall document line-oriented procedures and responsibilities for the PIC.
- 2.2.2 The Operator's OM shall document line-oriented procedures and responsibilities for the SIC.
- 2.2.3 The Operator's OM shall document line-oriented procedures and responsibilities for any Flight Attendant.

SECTION 2: FLIGHT OPERATIONS

2.3 Flight / Cabin Crew Composition, Qualifications, Flight Time Limitations and Scheduling

- 2.3.1 The Operator shall have documented procedures to maintain Flight and Duty Time and Rest records.
- 2.3.2 The Operator shall have documented procedures to prevent Flight and Duty Time non-conformity.
- 2.3.3 The Operator shall document training and other non-flight duty time in the Flight and Duty records.
- 2.3.4 The Operator shall have documented procedures to ensure that flight crews receive the required rest periods per calendar quarter.
- 2.3.5 The Operator shall document fatigue countermeasures to ensure adequate crewmember rest and alertness when operating across multiple time zones.
- 2.3.6 The Operator shall have documented procedures to ensure that only trained, qualified and authorized crewmembers are assigned to each flight.
- 2.3.7 The Operator shall define minimum flight crew pairing standards, and develop the procedures to ensure that no crew is assigned to a flight that does not meet these standards.
- 2.3.8 The Operator shall specify in the crewmember's qualification records, the number of aircraft types, and aircraft-type derivations, that a flight crewmember may operate.
- 2.3.9 The Operator shall document its policy regarding the use of part-time or contract crewmembers.
- 2.3.10 The Operator shall document procedures to ensure that adequate and NAA-approved rest facilities are provided as required by the NAA onboard the aircraft when any augmented crewmember is utilized.
- 2.3.11 The Operator shall have documented procedures and requirements regarding the assignment of a Flight Attendant or Cabin Server. The documented procedure shall ensure that a Cabin Server is listed on the flight manifest as a passenger and cannot perform the safety-related duties of a Flight Attendant.

2.4 Flight Preparation and Preflight

- 2.4.1 The Operator shall document the duties and responsibilities of each flight crewmember during flight preparation and planning.
- 2.4.2 The Operator shall document procedures for flight crew in the event an aircraft discrepancy is discovered during preflight.

SECTION 2: FLIGHT OPERATIONS

2.5 Ground Handling

- 2.5.1 The Operator shall have documented ground-handling procedures to prevent personal injury and/or aircraft or property damage.
- 2.5.2 The Operator shall have documented procedures for flight crew to supervise aircraft ground-handling personnel.
- 2.5.3 The Operator shall have documented procedures to ensure proper fueling procedures and fuel grades are followed.
- 2.5.4 The Operator shall have documented procedures for flight crew to ensure the operation of line vehicles, and other vehicles operating, or parking near aircraft, to prevent personal injury and/or aircraft, or property damage.

2.6 Airspace Rules

- 2.6.1 The Operator shall have a documented flight release process and procedures to ensure each aircraft meets the airspace operational equipment requirements in accordance with the rules under which each flight is to be conducted

2.7 In-Flight

- 2.7.1 The Operator shall provide each crewmember with a NAA-accepted or -approved (as applicable) normal operations checklist.
- 2.7.2 The Operator shall provide each crewmember with documented aircraft-specific and operator-specific standard operating procedures.
- 2.7.3 The Operator shall have a documented policy regarding PIC assignment and which seat the SIC may occupy.

2.8 Non-Normal / Abnormal Operations, Handling of Incidents / Accidents

- 2.8.1 The Operator shall provide each crewmember with NAA-accepted or -approved abnormal and emergency checklists.

3.0 Flight Crew Training and Examination

3.1 Organization Structure and Management General

- 3.1.1 The Operator and/or NAA-approved training provider shall document all qualified instructors and list the subjects for and aircraft in which they are approved to provide training.
- 3.1.2 The Operator and/or NAA-approved training provider shall document all qualified Check Airmen and list the aircraft and/or simulators in which they are approved and the checks that may be accomplished.

SECTION 2: FLIGHT OPERATIONS

- 3.1.3 The Operator shall utilize a Level C or above simulator (when available) for all flight training and checking other than a line check or a line quality assurance program.

3.2 Instructors, Examiners, Line Check Airmen

- 3.2.1 The Operator and/or NAA-approved training provider shall document that all instructors and Check Airmen have received training relative to their duties and responsibilities.
- 3.2.2 The Operator and/or NAA-approved training provider shall document all ground and flight training administered by instructors and Check Airmen in their respective Flight and Duty records.

3.3 Examination / Certification

- 3.3.1 The Operator shall have a documented procedure to ensure that each crewmember has received and successfully completed the required oral and flight examinations.
- 3.3.2 The Operator shall have a documented procedure to ensure that each crewmember has completed the required training events before assignment to flight duties.

3.4 Facilities, Training Aids and Equipment

- 3.4.1 The Operator and/or NAA-approved training provider shall have a designated room or facilities in which to conduct ground training.
- 3.4.2 The Operator and/or NAA-approved training provider shall ensure that any training aids and equipment utilized are adequately maintained, current and are approved / authorized by the regulatory authority/operator.

3.5 Ground Training Syllabus

- 3.5.1 The Operator's ground-training manual shall be approved by the NAA.
- 3.5.2 The Operator shall ensure that any ground-training program conducted by a training provider has been approved by the NAA for use by the operator.
- 3.5.3 The Operator shall document its procedures for oversight of a training provider's ground training program in its Internal Evaluation Program.
- 3.5.4 The Operator shall have documented procedures to ensure flight crewmembers are trained in RNP requirements and aircraft equipment.
- 3.5.5 The Operator shall include in its NAA-approved training program, instruction in Crew Resource Management.

SECTION 2: FLIGHT OPERATIONS

3.6 Simulator and / or Airplane Training Syllabus

- 3.6.1 The Operator shall ensure that its flight-training manual has been approved by the NAA.
- 3.6.2 The Operator shall have a documented process to ensure any training conducted by a training provider is conducted in accordance with the Operator's approved training program.
- 3.6.3 The Operator shall include in its NAA-approved training program instruction and evaluation in Crew Resource Management during simulator and flight training.
- 3.6.4 The Operator shall document its procedures for oversight of a training provider's flight training program in its Internal Evaluation Program.
- 3.6.5 The Operator shall conduct an evaluation of the training provider at least every two years or as required by the NAA.

4.0 Technical Operations

4.1 Airplane Performance

- 4.1.1 The Operator shall have documented procedures to ensure that aircraft are not dispatched to or from any airport that is beyond the performance capabilities of the aircraft in accordance with the rules under which the flight is being conducted.
- 4.1.2 The Operator shall have documented procedures to ensure that flight crewmembers are trained in calculating aircraft performance. This should include performance certification standards and requirements.

4.2 Navigation and Facilities

- 4.2.1 The Operator shall have documented procedures to ensure that an aircraft meets departure, en route and terminal navigation requirements applicable to their operating authority.

4.3 Equipment Specifications and Requirements

- 4.3.1 The Operator shall have documented procedures to ensure that all aircraft meet the type certification and equipment requirements of the applicable NAA rules under which the flight will be conducted.
- 4.3.2 The Operator shall have documented procedures to ensure that flight crewmembers are aware of any MEL/CDL deferrals and to what extent they may affect flight operations.
- 4.3.3 The Operator shall have documented procedures to ensure that the required survival equipment is onboard the aircraft and is within the applicable inspection cycle, prior to flight release authorization, for the intended flight operation.

SECTION 2: FLIGHT OPERATIONS

- 4.3.4 The Operator shall have documented processes and procedures regarding the use of third-party flight planning and/or handling services.

5.0 International Operations

5.1 Documentation

- 5.1.1 The Operator shall document its authorized areas of operation in its manual system.
- 5.1.2 The Operator shall have current reference library sufficient to cover the authorized areas of operation.
- 5.1.3 The Operator shall have documented procedures to retain all international flight documentation in accordance with its policy or applicable NAA rules.
- 5.1.4 The Operator shall have documented procedures to ensure all international flight documentation conforms to applicable NAA rules.
- 5.1.5 The Operator shall have documented international procedures training for crewmembers.

5.2 Compliance with International Requirements

- 5.2.1 The Operator shall document its processes and procedures to comply with applicable State(s) regulatory requirements.
- 5.2.2 The Operator shall document its processes and procedures to comply with applicable State(s) immigration requirements.
- 5.2.3 The Operator shall document its processes and procedures to comply with applicable State(s) security requirements.
- 5.2.4 The Operator shall document its processes and procedures to comply with applicable State(s) agriculture requirements.
- 5.2.5 The Operator shall document its processes and procedures regarding the international transportation of minors.

5.3 Overwater Operations

- 5.3.1 The Operator shall have a documented policy that prohibits the release of a flight if preflight planning indicates it will have a “wet footprint” considering the possible loss of one powerplant and/or a loss of pressurization.
- 5.3.2 The Operator shall have documented processes and procedures to ensure compliance with NAA ETOPS operations requirements, if authorized.
- 5.3.3 The Operator shall have documented procedures to ensure that the required survival equipment is onboard the aircraft and is within the applicable inspection cycle, prior to flight release authorization, for the intended flight operation.

SECTION 2: FLIGHT OPERATIONS

5.4 Maintenance

- 5.4.1** The Operator shall document the processes and procedures to be used by the flight crew to obtain maintenance on its aircraft at international locations.

SECTION 3: OPERATIONAL CONTROL

1.0 Organization and Management

1.1 Management System

- 1.1.1** The Operator shall have documented processes and procedures for the exercise of control over the initiation, conduct, termination and continuance of a flight, according to the authorizations and regulatory guidance of the NAA.
- 1.1.2** The Operator shall list in the appropriate NAA authorizations, manual or manual system those individuals having operational control authority.
- 1.1.3** The Operator shall have documented processes and procedures to be followed by designated personnel to ensure operational control within the system. Operational control procedures shall comply with the applicable regulations and may be exercised in one of the following ways:
 - A.** At any time by the individual or individuals listed in the NAA-approved authorizations,
 - B.** Other personnel may be authorized to perform tasks to maintain and monitor operational control, but shall not be authorized to make independent operational control decisions outside the documented processes and procedures.
- 1.1.4** The Operator shall have documented processes and procedures to ensure the appropriate management personnel coordinate and communicate on matters involving operational control.
- 1.1.5** The Operator shall ensure all personnel with authority and responsibility for the exercise and/or monitoring of operational control have ready access to appropriate safety information.
- 1.1.6** The Operator shall have documented processes and procedures to ensure oversight of every satellite base from which it operates.

2.0 Manuals and Documentation

- 2.0.1** The Operator shall have a company manual system that meets the requirements of the NAA and this Standard.

3.0 Quality Assurance

- 3.0.1** The Operator shall have, as part of an Internal Evaluation Program, a process of quality assurance of operational control procedures and processes.
- 3.0.2** The Operator shall have processes and procedures to ensure that all maintenance performed outside of the Operator's maintenance system conforms to the Operator's approved maintenance program.

SECTION 3: OPERATIONAL CONTROL

4.0 Training Programs

- 4.0.1** The Operator must establish a training program, in accordance with the NAA, for any person to whom it will grant the ability to perform operational control tasks, within the limits of the Operator's documented processes and procedures, on behalf of the Operator.

5.0 Hiring – Qualifications – Licensing – Certification

- 5.0.1** The Operator shall have a documented policy regarding the qualifications of dispatch personnel.

6.0 Records Retention

- 6.0.1** The Operator shall have a procedure for retaining records related to its exercise of operational control.

SECTION 4: AIRCRAFT MAINTENANCE

1.0 Organization and Management System

1.1 Management

- 1.1.1** The Operator shall have a maintenance program administered by a Maintenance Manager who meets the requirements of and has been approved by the NAA, as applicable.
- 1.1.2** The Maintenance Manager shall have responsibility and accountability for the effectiveness of the maintenance program. This individual shall have the authority over and control of the resources required to implement and enforce policies and procedures related to maintenance.
- 1.1.3** As required by the NAA, the operator shall appoint a quality assurance or chief inspector function within the maintenance department. This position shall be accepted or approved as required by the NAA. The quality assurance or chief inspector function shall:
 - A.** Have responsibility over the inspection aspects of the maintenance program.
 - B.** Be listed in the mandatory manuals, or documents according to the NAA requirements.
 - C.** Be established at the appropriate organizational level to avoid conflicts of interest.
- 1.1.4** The Operator shall establish the aircraft maintenance and inspection programs in accordance with the requirements of the NAA.

1.2 Organization

- 1.2.1** The operator shall have documented procedures to acquire the necessary tools, equipment, facilities, and personnel to accomplish the work performed in accordance with its accepted or approved maintenance and inspection programs.
- 1.2.2** The maintenance organization shall have a system for ensuring the quality of any maintenance that is outsourced. This system shall ensure contractor and sub-contractor compliance with NAA, the Operator and OEM requirements are met. The system of control and oversight shall be defined in appropriate company documentation.
- 1.2.3** The organization shall include oversight audits as a means of ensuring the safety, quality, and compliance with OEM, the Operator and NAA requirements of outsourced functions and products.

SECTION 4: AIRCRAFT MAINTENANCE

1.3 Maintenance Personnel

1.3.1 All persons with Airworthiness or Return to Service Authority shall be properly certificated to NAA requirements and that their certificates and/or ratings are in compliance with the Airworthiness and Return to Service Authority granted.

1.3.2 All persons of a supervisory or management position shall be properly certificated in accordance with NAA requirements.

1.3.3 The Operator shall have a documented process to ensure company maintenance technicians performing maintenance, preventive maintenance or alterations are properly certificated in accordance with NAA requirements for the type of work they perform. If the operator utilizes non-certificated technicians, there shall be procedures for the qualification, supervision, and surveillance of any maintenance, preventive maintenance, or alterations performed by these technicians.

1.4 Inspection Personnel

1.4.1 The Operator shall have documented processes and procedures to ensure all persons performing required inspections are certificated in accordance with NAA regulations, and are properly trained and qualified for the type inspection(s) they perform.

1.4.2 The Operator shall have documented procedures to prevent Required Inspection Item (RII) inspectors from inspecting their own work or specific work on which they have conducted training.

2.0 Documentation / Records / Manuals

2.1 General

2.1.1 The Operator shall have documented processes and procedures to ensure all aircraft maintenance records are in compliance with NAA requirements.

2.1.2 The Operator shall have a documented process to ensure compliance with all applicable Airworthiness Directives.

2.1.3 The Operator shall have documented process and procedures to review Service Bulletins and Letters published by the aircraft, engine, propeller, and appliance manufacturer.

2.1.4 The Operator shall have documented processes and procedures for reporting failures, malfunctions and defects to the NAA, as required.

2.1.5 The Operator shall have documented processes and procedures to ensure both MEL- and non-MEL- deferred items are tracked and controlled. These shall include at a minimum:

1. A master list of items either MEL- or non-MEL deferred on each aircraft.
2. The time limitations for each MEL- or non-MEL deferred item.
3. A projected repair time for each item.
4. Procedures for extending time limits for MEL-deferred maintenance.

SECTION 4: AIRCRAFT MAINTENANCE

5. Procedures for extending non-MEL deferred items.

2.2 Aircraft and Certification Documents

- 2.2.1 For each aircraft type, the operator shall maintain a current copy of the appropriate Type Certificate Data Sheets (TCDS), or demonstrate the ability to access the appropriate TCDS from the NAA.
- 2.2.2 The Operator, for each aircraft, shall maintain the appropriate Supplemental Type Certificate (STC) Data Sheets for any installed appliance, equipment, or aircraft configuration.
- 2.2.3 The Operator shall have a documented process to ensure the current aircraft registration document is onboard each aircraft prior to flight operation.
- 2.2.4 The Operator shall have a process to ensure the current, applicable radio station license is onboard each aircraft prior to flight operation.
- 2.2.5 The Operator shall have a documented process to ensure that the current Certificate of Airworthiness is onboard the aircraft prior to flight operations.

2.3 Airframe / Engine / Propeller / Appliance Records (Log Books)

- 2.3.1 The Operator shall have documented processes and procedures to ensure Airframe, Engine, Propeller, and Appliance Records are properly completed, maintained, and retrievable in accordance with NAA requirements.
- 2.3.2 The Operator shall maintain records of all major repairs and alterations, to include any instructions for continued airworthiness, in accordance with the requirements of the NAA, and the control of records and control of documents procedures.
- 2.3.3 The Operator shall have documented processes and procedures to ensure the appropriate Airworthiness Certificate, Airworthiness Release Certificate and Statement of Conformity documents are properly completed as required by the NAA.

2.4 Manufacturers Maintenance Manuals

- 2.4.1 The Operator shall have documented processes and procedures to ensure that maintenance manuals recommended by the aircraft, engine, propeller, and appliance manufacturer are available and current.

3.0 Materials, Housing, and Facilities

3.1 Materials Management

SECTION 4: AIRCRAFT MAINTENANCE

- 3.1.1** The Operator shall have documented processes and procedures in place for materials management that meet the requirements of the state NAA, and other agencies. These processes and procedures shall be described in the required manuals, and as a minimum shall incorporate the following requirements:
- A.** Audits and an approval process for all suppliers of parts and materials to ensure parts and materials meet NAA airworthiness standards as required.
 - B.** Receiving inspection to ensure proper receipt of part/material/service ordered and compliant with NAA airworthiness standards.
 - C.** Proper traceability acceptable, to the state NAA requirements, is maintained for all parts.
 - D.** Suspected Un-Approved Parts Program that incorporates training of parts and maintenance personnel and includes a system of reviewing approved vendors, who may be the subject of a SUPS notification.
 - E.** Proper parts and materials storage according to environmental conditions, packaged properly, segregated i.e. customer parts, and inventory controlled. Suspected un-approved parts stored in a separate secure quarantined area.
 - F.** Proper Shelf-Life inspection program for consumables and synthetic and rubber parts or materials as may be required by the individual material, or part manufacturer or aircraft, engine, propeller, or appliance manufacturer.
 - G.** Proper tagging and or certifications to identify serviceable parts, materials, repairable parts, rejected parts and materials, and parts removed from an aircraft.
 - H.** Procedures for handling, quarantine, destruction, and disposal of rejected parts and materials in accordance with applicable NAA requirements.
 - I.** Proper shipping and packaging of aircraft parts and materials to preclude damage from shipping.

3.2 Dangerous Goods / Hazardous Materials

- 3.2.1** The Operator shall have processes and procedures to ensure federal and local requirements for the proper storage and disposal of Dangerous Goods / Hazardous Materials and waste.
- 3.2.2** The Operator shall have an acceptable training program that encompasses the required elements of the state NAA, Environmental Agencies, and shall include:
- A.** Dangerous Goods / Hazardous Materials recognition, handling, and safety for all employees who do, or may come in contact with Dangerous Goods / Hazardous Materials.
 - B.** Training for all maintenance, parts, and ground support personnel for Air Carriers "Will Transport / Will Not Transport" Dangerous Goods/Hazardous Material policy.
- 3.2.3** The Operator shall ensure the availability and currency of Material Safety Data Sheets (MSDS) to all personnel and shall provide the related safety equipment for handling those materials.

3.3 Facilities / Equipment

- 3.3.1** The operator shall have documented processes to ensure the maintenance facility is adequate for the level of work performed.

SECTION 4: AIRCRAFT MAINTENANCE

- 3.3.2** The operator shall have documented processes and procedures to ensure compliance with all applicable environmental, health and safety standards.
- 3.3.3** The operator shall have a documented process to ensure Measuring and Test Equipment (MTE), tooling, and equipment is calibrated as required to acceptable industry standards, properly stored, maintained and serviced. There shall be a process to ensure non-owned (mechanic-owned) MTE, tooling, and equipment used is properly calibrated, stored, maintained and serviced.

4.0 Maintenance Programs

- 4.0.1** The operator shall have a documented maintenance and inspection program for each type of aircraft that meets the minimum requirements of the NAA, and shall be either accepted or approved by the NAA.
- 4.0.2** The Operator shall have an active analysis and surveillance program, as required by the NAA, for any aircraft it operates that is type-certificated for ten or more passenger seats. Any required auditors, to include vendor-assigned auditors, shall be trained in accordance with the processes and procedures in the Operator's Analysis and Surveillance Training Program.
- 4.0.3** The operator shall have an aging aircraft inspection program that conforms to the regulations of the NAA and the guidance provided by the applicable manufacturer. A description of the program shall be contained in the company inspection program, Maintenance Manual or other appropriate documentation.

5.0 Training Programs

- 5.0.1** The Operator shall have an NAA-approved (as applicable) documented initial and recurrent training program for all maintenance personnel.

SECTION 5: CABIN OPERATIONS

1.0 Organization and Management

- 1.0.1** The Operator shall have documented policies and procedures regarding the assignment of cabin personnel.
- 1.0.2** The Operator shall have documented policies and procedures regarding the duties, responsibilities and authority of managers and cabin personnel.
- 1.0.3** The Operator shall have documented policies and procedures regarding the responsibilities, authority, and interfaces between the pilot-in-command, second-in-command, and assigned cabin personnel.

2.0 Manuals and Documentation

- 2.0.1** The Operator shall have documented policies and procedures regarding the duties, responsibilities, limitations, and other requirements for cabin personnel.
- 2.0.2** The Operator shall have documented policies and procedures regarding the use of flight attendants, to include duty time limitations and rest requirements.

3.0 Training Programs

- 3.0.1** When Flight Attendants are utilized, the Operator shall have a documented training program that meets the minimum NAA training and testing requirements for Flight Attendants.
- 3.0.2** The Operator shall have a documented training program for its cabin personnel, including medical and security personnel.
- 3.0.3** The Operator shall provide documented training as appropriate to the aircraft type and duty assignment of cabin personnel.
- 3.0.4** The Operator shall provide documented training regarding the safe handling and storage of food for cabin personnel.
- 3.0.5** The Operator shall provide documented training regarding the use of any available medical equipment carried or installed in the aircraft for cabin personnel.
- 3.0.6** The Operator shall provide documented training regarding the use of any available emergency equipment / systems carried or installed in the aircraft for cabin personnel.
- 3.0.7** The Operator shall provide documented training regarding safety and security procedures for cabin personnel.

SECTION 5: CABIN OPERATIONS

4.0 Flight Attendants

- 4.0.1 The Operator shall use qualified flight attendants when required by the operation and/or aircraft type in accordance with applicable NAA regulations.
- 4.0.2 If flight attendants are not required by the applicable NAA regulations and the operator elects to use them, they shall be fully trained and qualified in accordance with the Operator's NAA-approved flight attendant training program.

5.0 Cabin Servers

- 5.0.1 When the Operator elects to use a cabin server, the Operator shall document that the cabin server cannot perform safety-related duties, and require written acknowledgement by the cabin server of such limitations.
- 5.0.2 When a cabin server is utilized, the Operator shall have documented policies and procedures to ensure that the passenger safety briefing delivered to passengers clearly indicates the cabin server cannot perform safety-related duties and that the flight crew is responsible for ensuring their safety.
- 5.0.3 When a cabin server is utilized, the Operator shall have documented policies and procedures to ensure the cabin server is listed as a passenger on all flight documents.

6.0 Medical Personnel

- 6.0.1 The Operator shall have documented policies and procedures to ensure any medical crewmembers, required for the flight, are fully trained and qualified for the operation and the aircraft type in accordance with the applicable NAA regulations.
- 6.0.2 The Operator shall have documented policies and procedures to ensure that any medical crewmembers, when transported in the absence of other passengers, are appropriately documented as either passengers or crew in accordance with the applicable NAA regulations.

7.0 Security Personnel

- 7.0.1 The Operator shall use fully trained and qualified security personnel, including Armed Security Officers, when required by the State authority.
- 7.0.2 If security personnel are not required by the State authority, and the operator elects to use them, they shall be fully trained and qualified to perform their duties in the aircraft environment.
- 7.0.3 The Operator shall have documented policies and procedures to ensure that security personnel, when transported in the absence of other passengers, are documented as a passenger on appropriate flight documents.

SECTION 5: CABIN OPERATIONS

8.0 Other Safety Representatives

8.0.1 When other safety representatives are used or are required by the aircraft certification documents or Aircraft Flight Manual (such as an evacuation crewmember), the Operator shall have documented policies and procedures regarding the duties and responsibilities of that representative, and require written acknowledgement by the safety representative of the safety-related limitations associated with their duties.

9.0 Use of Jump Seats

9.0.1 The Operator shall have documented policies and procedures regarding the conditions in which installed aircraft jump seats may be used by cabin personnel.

9.0.2 The Operator shall have documented policies and procedures to ensure jump seats are utilized in accordance with NAA regulations, State authorities, and aircraft manufacturer limitations.

SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING

SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING

1.0 Organization and Management

- 1.0.1 The Operator shall have documented processes and procedures to ensure that only responsible personnel with the appropriate qualifications are allowed to perform any of the ground-handling functions.
- 1.0.2 The Operator shall document the personnel assigned to ground handling management and ensure they have the appropriate authority to make changes within the system.
- 1.0.3 The Operator shall have a documented procedure to communicate ground operations policies, procedures, corrective actions, operations alerts, lessons learned and other relevant information.
- 1.0.4 The operator shall have documented processes and procedures to ensure compliance with all applicable environmental, health and safety standards during ground operations.

2.0 Manuals and Documentation

- 2.0.1 The Operator shall have documented procedures for ground operations that include definitions, authorities and responsibilities.
- 2.0.2 The Operator shall have documented policies and procedures regarding transportation (if applicable), recognition and handling of dangerous goods.
- 2.0.3 The Operator shall have documented policies and procedures that describe interface, authorities and responsibilities for compliance with local airport operations and regulations.

3.0 Training Programs

- 3.0.1 The Operator shall have a documented initial and recurrent training program that addresses the recognition, handling and transportation of dangerous goods, and specific emergency response for the release of dangerous goods.
- 3.0.2 The Operator shall have a documented initial and recurrent training program that addresses all relevant tasks and procedures for ground handling to include:
 - A. Ergonomics, specifically proper lifting techniques regarding baggage and cargo handling;
 - B. Proper use of personal protective equipment;
 - C. Aircraft and ground vehicle fueling and servicing;
 - D. The operation of all ground vehicles relevant to ground handling.
 - E. The regulations, policies and procedures of the specific airports of operation;
 - F. Aircraft ground handling and servicing:
 - 1) Directing movement of aircraft
 - 2) Parking aircraft

SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING

- 3) Aircraft ground power, engine and propeller operation
- 4) Tie down of aircraft
- 5) Taxiing of aircraft
- 6) Servicing of oxygen systems
- 7) Debris hazards at the airport
- 8) Ground vehicle operation on airports
- 9) Ground operations in conditions conducive to aircraft icing
- 10) Hazards following ground de-icing
- 11) Painting, marking, and lighting of vehicles used in support of aircraft operations on an airport.

4.0 Contract Ground Handling

4.1 Organization and Management

- 4.1.1 The Operator shall have policies and procedures to ensure that contractor personnel have the appropriate qualifications, authority and responsibility to perform ground handling.

4.2 Auditing and Quality Assurance

- 4.2.1 The Operator shall have documented processes and procedures for auditing, tracking and trending of contract vendors and a means to implement quality assurance methods.
- 4.2.2 The Operator shall have documented processes and procedures to ensure that a contract provider employs proper maintenance and servicing techniques / intervals for all ground servicing equipment.
- 4.2.3 The Operator shall have documented processes and procedures to ensure that a contract provider employs proper calibration and maintenance of all calibration critical instruments, tools, gauges and monitoring methods.
- 4.2.4 The Operator shall have documented processes and procedures to ensure quality control of goods and services provided by contract ground handling providers.

4.3 Contract Management

- 4.3.1 The Operator shall have documented policies, procedures and management method for contract ground handling.
- 4.3.2 The Operator shall have documented policies to ensure that contract ground handling personnel used by the Operator meet the minimum training and qualifications required in paragraph 3.0 in this section of the Standard.

4.4 Safety Programs and Risk Control

- 4.4.1 The Operator shall have documented policies, procedures and controls related to safety for contract ground handling that includes acknowledgement and signature of relevant polices and procedures.

SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING

5.0 Programs

5.1 Parking of Aircraft

5.1.1 The Operator shall have documented policies and procedures regarding the parking of aircraft related to airport sites, considering safety and security concerns.

5.2 Towing of Aircraft

5.2.1 The Operator shall have documented policies and procedures regarding towing of aircraft.

5.3 Taxiing of Aircraft

5.3.1 The Operator shall have documented policies and procedures regarding non-flightcrew taxiing of aircraft, as applicable.

5.4 Fueling and Servicing of Aircraft

5.4.1 The Operator shall have documented policies and procedures regarding the fueling and servicing of aircraft.

5.5 Directing Movement of Aircraft

5.5.1 The Operator shall have documented policies and procedures for marshalling and direction of aircraft movement.

5.6 Baggage Loading

5.6.1 The Operator shall have documented policies and procedures regarding weighing and loading aircraft baggage.

5.7 Quality Assurance

5.7.1 The Operator shall have documented processes and procedures for auditing, tracking and trending of ground operations.

5.7.2 The Operator shall have documented processes and procedures to ensure proper maintenance and servicing techniques / intervals for all ground servicing equipment.

5.7.3 The Operator shall have documented processes and procedures to ensure proper calibration and maintenance of all calibration critical instruments, tools, gauges and monitoring methods.

SECTION 6: AIRCRAFT GROUND HANDLING & SERVICING

5.7.4 The Operator shall have documented processes and procedures to ensure quality control of fuel before delivery into aircraft.

5.8 Security

5.8.1 The Operator shall have documented policies and procedures regarding security of aircraft, personnel, intellectual property and all assets of the ground handling operation.

5.9 Aircraft De-icing / Anti-Icing

5.9.1 The Operator shall have documented policies and procedures regarding aircraft anti-ice/de-ice operations.

SECTION 7: CARGO OPERATIONS

1.0 Organization and Management

- 1.0.1** The Operator shall have documented policies and procedures describing the responsibilities and authority of managers and assigned aircrew (to include loadmasters and cargo handlers) in the Operations Manual required by this Standard.

2.0 Loading Cargo

- 2.0.1** The Operator shall have a documented training program to qualify aircrew (including loadmasters) in cargo handling, loading and transportation.
- 2.0.2** The Operator shall have a documented audit process regarding the use of contract cargo handlers and loadmaster services.
- 2.0.3** The Operator shall have documented policies and procedures for completing load manifests as required by the NAA.

3.0 Manuals and Documentation

- 3.0.1** The Operator shall have documented policies and procedures regarding the duties, responsibilities, limitations, for flight crewmembers and cargo loadmasters.
- 3.0.2** The Operator shall maintain loadmaster records to include training and qualification.

4.0 Training Programs

- 4.0.1** The Operator shall have a documented, current initial and recurrent training program for its flight crew and cargo loadmasters, to include cargo inspection and loading procedures, and hazmat notification, recognition, and acceptance/rejection procedures according to the Operator's NAA-approved Dangerous Goods / Hazardous Materials carrying status.
- 4.0.2** The Operator shall provide documented training specific to the cargo and aircraft being utilized.
- 4.0.3** The Operator shall provide documented training regarding the use of an emergency response plan for cargo spills and other non-standard events for flight crew and cargo loadmasters.
- 4.0.4** The Operator shall provide documented training regarding safety and security to flight crew and cargo loadmasters.

SECTION 7: CARGO OPERATIONS

5.0 Use of Jump Seats

- 5.0.1** The Operator shall have documented policies and procedures regarding the conditions in which installed aircraft jump-seats may be used by non-essential crewmembers, in accordance with applicable NAA regulations and security programs.

SECTION 8: OPERATIONAL SECURITY

1.0 Organization and Management

1.0.1 The Operator will have sufficient personnel in place, either directly employed by the Operator or by contractual agreement, to administer its security program, in accordance with the requirements of the State authority/authorities. The Operator must state in its documentation the name of the person(s) who it has designated to be the primary and alternate (if any) Security Coordinators as required by any State authority.

1.1 Organization

1.1.1 The Accountable Executive shall appoint a Security Coordinator who has the responsibility and authority over the Operator's Security Program. The Operator must list in its documentation the name of the person(s) designated to be the primary and alternate (if any) Security Coordinator(s) as required by any State authority.

1.2 Management

1.2.1 The Operator's management must have knowledge of the State security requirements and assist the Security Coordinator in the execution of the Security Program.

1.2.2 The Operator shall screen, train and test all employees in accordance with State requirements and/or the Operator's security policies and procedures.

1.2.3 The Operator shall train all employees in their roles and responsibilities regarding the Operator's security program.

2.0 Manuals and Documentation

2.0.1 The Operator must include either in its NAA-required manual, or in a separate document, those security process and procedures that its personnel will follow to assure compliance with any State or Operator mandated security procedures. The manual or other document must include guidance on the reporting of security anomalies or deficiencies to the Operator's security management personnel.

3.0 Quality Assurance

3.0.1 The Operator shall have a documented process in its Internal Evaluation Program to test or evaluate the effectiveness of its security program. The tests or evaluations must be documented to include any deficiencies found and the corrective action taken. All future testing or evaluations performed by the Operator must include a focused look at any deficiencies identified in its previous testing or evaluations.

SECTION 8: OPERATIONAL SECURITY

- 3.0.2** The required testing and evaluation must be conducted by a person authorized by the Operator, with a “need to know.” The results of any security program tests and/or evaluations must be maintained at the highest level of confidentiality, and must not be available or disclosed to any person or entity.

4.0 Training Programs

- 4.0.1** The Operator will conduct initial and annual recurrent basic security training for all employees to consist of at least the following elements:

- A. Facility security
- B. Aircraft security
- C. Client/customer confidentiality
- D. Workplace violence

- 4.0.2** The Operator shall maintain security training records for all employees.

5.0 Contract Services

- 5.0.1** If the Operator utilizes contract security services for either facilities or aircraft security, the services used must be bonded, insured, and have a formal security personnel training program approved by the Operator.

- 5.0.2** All contract security service personnel used by the Operator must have a full ten (10) year background check completed consisting of at least the minimum requirements for Operator employee background checks.

6.0 Access Control

- 6.0.1** The Operator will specify in its NAA-required manual or other document, the processes and procedures used to ensure controlled access to its facilities (including data storage facilities), the aircraft under its control, and airport operations areas.

7.0 Aircraft

- 7.0.1** The Operator shall have documented policies and procedures either in its NAA-required manual or other documentation, describing the procedures used for securing aircraft under its control.

8.0 Carriage of Prohibited Items

- 8.0.1** The Operator will provide information to passengers regarding prohibited items that may not be carried aboard a commercially operated aircraft.

- 8.0.2** The Operator shall have documented policies and procedures for the handling and disposition of any prohibited item carried by a passenger.

SECTION 8: OPERATIONAL SECURITY

- 8.0.3** If the Operator accepts the carriage of firearms aboard its aircraft, the Operator must have documented procedures to:
- A.** Ensure that all passenger firearms are unloaded and properly secured so as not to be used as a weapon onboard the aircraft.
 - B.** Ensure that all persons such as law enforcement personnel or personal bodyguards, who the Operator has approved to carry a firearm aboard its aircraft have been properly briefed regarding the safety precautions required for the carriage and use of firearms in an aircraft.
- 8.0.4** The Operator shall have documented policies and procedures regarding ramp access of ground transportation vehicles, ensuring that any “through the fence” transportation is escorted and marshaled.

9.0 Passengers and Cabin Baggage

- 9.0.1** The Operator shall have documented policies and procedures to ensure that passengers embarking are properly identified.
- 9.0.2** The Operator shall have documented policies and procedures to ensure only authorized passenger baggage is loaded on the aircraft.

10.0 Security Requirements

- 10.0.1** The Operator shall have a documented Security Program. This Security Program shall include all State regulatory elements.
- 10.0.2** The Operator shall maintain records for at least three years on all employees' who have received training in accordance with the Operator's Security Program.

11.0 Drug and Alcohol Screening

- 11.0.1** The operator shall have an Anti-drug and Alcohol Misuse Education and Prevention Program for all employees.
- 11.0.2** The Operator shall have a drug and alcohol testing program for employees assigned to safety-sensitive positions as required by the NAA.
- 11.0.3** If a drug and alcohol testing program is not required by the NAA, the operator will conduct pre-employment, random, reasonable suspicion, post-accident, return to duty, and follow-up testing, as applicable, for all employees in safety-sensitive positions.

12.0 Employee Background Checks

- 12.0.1** The Operator shall have documented processes and procedures for conducting a full 10-year background check on all employees. The background check for criminal convictions shall have no time limitation.
- 12.0.2** The Operator shall have documented processes and procedures for conducting a full 10-year background check on all contract employees, regardless of whether

SECTION 8: OPERATIONAL SECURITY

they are employed directly by the Operator or through an employment agency. The background check for criminal convictions shall have no time limitation.

13.0 Facility Security

13.0.1 The Operator shall have documented processes and procedures to maintain security of its facilities and property.

14.0 Passenger Confidentiality

14.0.1 The Operator shall have documented policies and procedures regarding passenger and customer confidentiality.

SECTION 9: PASSENGER HANDLING & SAFETY

1.0 Customer Trip Coordination / Customer Interaction.

1.0.1 The Operator shall have documented policies and procedures to ensure safety of flight situations are disclosed and coordinated with the customer. This may include, but is not limited to:

- A.** Duty time,
- B.** Baggage constraints,
- C.** Airport limitations,
- D.** Aircraft capabilities, and
- E.** Weather consideration.

1.0.2 The Operator shall have documented policies and procedures regarding the appropriate interaction between crewmembers and passengers.

2.0 Passenger Loading / Unloading

2.0.1 The Operator shall have documented policies and procedures regarding the loading and unloading of passengers. Consideration items should include weather, fueling, and passenger physical / mental condition.

2.0.2 The Operator shall have documented policies and procedures regarding ramp access of ground transportation vehicles, ensuring that any "through the fence" transportation is escorted and marshaled.

3.0 In-Flight

3.0.1 The Operator shall have documented policies and procedures regarding in-flight customer safety and convenience standards. These procedures shall take into consideration: response to health emergencies, in-flight passenger mobility, passenger service items, passenger briefing of onboard equipment and service items.

SECTION 10: DANGEROUS GOODS / HAZARDOUS MATERIALS — WILL CARRY OPERATOR

1.0 Organization and Management

- 1.0.1** The Operator shall have documented policies and procedures regarding assignment of flight crew and cargo loadmasters, including the use of contract personnel, for all Dangerous Goods (DG) / Hazardous Materials (Hazmat) carriage.
- 1.0.2** The Operators shall have documented policies and procedures regarding the responsibilities and authority of managers, flight crew and cargo loadmaster personnel.
- 1.0.3** The Operator shall have documented policies and procedures regarding responsibilities, authority, and interfaces between the pilot-in-command, second-in-command, and assigned cargo loadmasters.

2.0 Inspecting and Loading Cargo

- 2.0.1** The Operator shall have documented policies and procedures for a crewmember or company representative to inspect all DG / Hazmat and packaging before it is placed onboard the aircraft.
- 2.0.2** The Operator shall have documented policies and procedures to ensure the pilot in command is notified when DG / Hazmat is placed onboard the aircraft and is provided appropriate documentation in accordance with State regulations.
- 2.0.3** The Operator shall have a documented, current initial and recurrent training program for its flight crew and cargo loadmasters, to include cargo inspection and loading procedures, and DG / Hazmat notification, recognition, and acceptance/rejection procedures according to the Operator's NAA-approved DG / Hazmat carrying status.
- 2.0.4** The Operator shall have a documented audit process for contract cargo handling and loading when utilized.

3.0 Hazardous Materials

- 3.0.1** The Operator shall hold the appropriate NAA authorization regarding its will-carry status.

4.0 Manuals and Documentation

- 4.0.1** The Operator shall have documented policies and procedures regarding the duties, responsibilities, and limitations for flight crew and cargo loadmasters.
- 4.0.2** The Operator shall have documented policies and procedures regarding the retention of DG / Hazmat records for a minimum of 90 days.

SECTION 10: DANGEROUS GOODS / HAZARDOUS MATERIALS (WILL CARRY OPERATOR)

5.0 Training Programs

- 5.0.1** The Operator shall provide documented training specific to the cargo loading, and security, to include weight and balance training for the types of cargo, and the specific types of aircraft being utilized.
- 5.0.2** The Operator shall provide documented training regarding the use of an emergency response plan for cargo spills and other non-standard events for flight crew and cargo loadmasters.
- 5.0.3** The Operator shall provide documented training regarding safety and security to flight crew and cargo loadmasters.

APPENDIX A: OPERATOR STANDARDS GUIDANCE

SECTION 1: CORPORATE ORGANIZATION AND MANAGEMENT SYSTEM

SECTION 2: FLIGHT OPERATIONS

SECTION 3: OPERATIONAL CONTROL

SECTION 4: AIRCRAFT MAINTENANCE

SECTION 5: CABIN OPERATIONS

SECTION 6: AIRCRAFT GROUND HANDLING AND SERVICING

SECTION 7: CARGO OPERATIONS

SECTION 8: OPERATIONAL SECURITY

SECTION 9: PASSENGER HANDLING AND SAFETY

**SECTION 10: DANGEROUS GOODS / HAZARDOUS MATERIALS – WILL CARRY
OPERATOR**

APPENDIX B: REGULATORY CROSS-REFERENCE TABLE