TECHNICAL GUIDANCE MATERIALS

VOLUME 1

GENERAL INSPECTOR HANDBOOK

Introduction

Technical Guidance Material includes Inspector Manual for Civil Aviation Operations, Airworthiness and Personnel Licensing Inspectorate Personnel.

These Manuals provide mandatory directions, information and procedures to the Authority's inspectors and officers in the certification, surveillance, audit and regulation enforcement duties. The Manuals are publicly available in the interests of transparency and to provide further advice to industry in its dealings with the Authority.

For ease of use the Inspector Manuals are grouped in four areas general and those relating to each specialty (i.e. Personnel Licensing, Aeromedical, Operations and Airworthiness). The general Manual are those cutting across specialties and provides information of a general nature relating to all.

TECHNICAL GUIDANCE MATERIAL

PREFACE

This manual is one in the set of manuals forming the Nigerian Civil Aviation Authority's, General internal documentation set. This manual is produced to provide the information, policy and procedures needed to perform the tasks as required by the Civil Aviation Act and the Nigeria Civil Aviation Regulations.

This volume of the manual has been prepared for the use and guidance of General Aviation Safety Inspectors in the performance of their duties. I require all staff to use this manual in the performance of their duties. However, it is emphasized that all matters pertaining to an inspector's duties and responsibilities cannot be covered in this manual. Inspectors are expected to use good judgment in matters where specific guidance has not been given.

The manual is dynamic documents. As a result of experience, changes in legislation and within the industry, as well as new technology, there may be the need for amendments. I encourage the contribution of comments and recommendations for revision/amendment action to this publication for the improvement of its content.

The Director General, identified in the footer of this manual, is accountable for approving the contents and amendments of this manual.

Capt. Muhtar Usman
Director General, NCAA

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CHAPTER 1

Information on the Development of Civil Aviation Flight Safety Technical Guidance Material

1.0   PURPOSE

This Chapter is issued to provide information on the development of the required technical guidance material for the implementation of the Civil Aviation Regulations as related to the licensing, certification, approval, surveillance and audit obligations of the Nigerian Civil Aviation Authority.

2.0   GUIDANCE MATERIAL

2.1   The material developed includes Advisory Circulars and Chapters for civil aviation operations, airworthiness and personnel licensing specialties.

2.2   Advisory Circulars (ACs) contain information and guidance material to guide the user in the implementation and continued compliance with the Regulations.

2.3   The manual provide mandatory directions, information and procedures to the Authority's inspectors and officers in the certification, surveillance, audit and regulation enforcement duties.

2.4   For ease of use the Chapters and ACs are grouped in four areas general and those relating to each specialty (i.e. Personnel Licensing, Operations and Airworthiness). The general circulars or Chapters are those cutting across specialties and provides information of a general nature relating to all.

3.0   FORMATTING OF THE ADVISORY CIRCULARS & CHAPTERS

3.0.1   Except for the title, the guidance materials uses arial font type size 10. The title i.e. Advisory Circular or Chapter uses bolded Tahoma black and red font type of size 12 and 14 respectively.

3.0.2   Each Advisory Circular or Chapter is a stand alone document.

3.1   In as far as possible an Advisory Circular or Chapter will be developed in a common standard format that reflects the following 8 parts:

3.1.1   The Logo which will reflect the Authority placed on the left hand side of the front page.

3.1.2   The reference number of NCAA Advisory Circular or Chapter will be in the following format Prefixed by NCAA- ‗AC' or ‗O' as applicable and followed by three digits to identify the particular AC or Chapter:

      a)   -GEN000   for General topics (all disciplines)

b)   -PEL000   for Personnel Licensing.

c)   -OPS000   for Operations

d)   -AWS000   for Airworthiness.

3.1.3   Date signifies the date of approval by the NCAA.

3.1.4   Purpose covers the intent and the objectives of the Advisory Circular or Chapter.

3.1.5   Reference is given to the relevant regulations and requirements and applicable forms to be used.

3.1.6   Guidance and procedures provide the necessary requirements and information to help the user comply effectively with the regulations.

3.1.7   Document is signed by the Director General

3.1.8   Each AC or Chapter page will have a footer indicating the reference on the left, date in the middle and page number on the right hand side.

3.1.9   Appendices could be any other information considered necessary to assist completing the task satisfactorily.

4.0   FORMS AND CHECKLISTS

4.1   The Forms or Checklists (CL) developed shall be identified by the number corresponding to the Advisory Circular (AC) or Chapter (O) to which it relates from 1 (one) in ascending Chapter.

4.2   The forms are prefixed with the word F", where the Checklists are prefixed by CL", followed by letters AC for Advisory Circular or Chapter it related to and the specialty code to which it belongs.
That is AWS for Airworthiness, OPS for Operations, PEL for Personnel Licensing and GEN for General.

4.3   Both Forms and Checklists are suffixed with the letter A to Z in case there are more than one form or checklist relating to the same Advisory Circular or Chapter.
Example of form numbering is as follows:

4.3.1   Form: AC-AWS 1   for Airworthiness

4.3.2   CL: O-AWS 1   for Airworthiness

4.3.4   Form: O-OPS 1   for Operations

4.3.4   CL: O-OPS 1   for Operations

4.3.5   Form: AC-PEL 1   for Personnel Licensing

4.3.6   CL: O-PEL 1   for Personnel Licensing

4.3.7   Form: AC-GEN 1   for General Information

4.3.8   CL: O-GEN 1   for General Information

5.0   IDENTIFICATION OF AMENDMENTS AND REVISIONS TO THE CIRCULARS AND CHAPTERS

5.1   Each Advisory Circular or Chapter will be amended or revised when a need arises. The procedures for the development and amendment are indicated in Chapter Number CA-O-GEN002

5.2   When an amendment to the guidance material or need has been evaluated or identified as the case may be, a new document will be issued and will supersede the previous AC or Chapter. Such amended or revised document will be denoted as follows,i.e.GEN001 will become GEN001A, where ‚A' reflects revision 1 and ‚B' will reflect a second revision etc.

CHAPTER 2

AMENDMENT OF THE NIGERIA CIVIL AVIATION REGULATIONS AND THE TECHNICAL GUIDANCE MATERIAL PERTAINING TO FLIGHT SAFETY

1.0   PURPOSE

This Chapter is issued to provide information and guidance to be adopted for the amendment of the Nigeria Civil Aviation Regulations and the Technical Guidance Material. The amendments will be considered every six months or at any period as it necessitates.

2.0   GENERAL INFORMATION

2.1   The Authority will avail a consultation document to the Inspectors, Officers and Industry advising on any changes that may affect either the regulations or the guidance materials for comments.

2.2   When inspectors and officers identify areas of concern, including comments from the industry on the Regulations and/or the Technical Guidance Material that require amendments; they should use Form: O-GEN002 or any other means and forward them to the Authority in writing to facilitate necessary amendments.

3.0   REASONS FOR THE AMENDMENTS

3.1   The Regulations or Technical Guidance Materials will be amended or revised when need arises including the following -

3.1.1   An amendment to an ICAO Annex or document;

3.1.2   An amendment to National Regulations that affects Aviation Safety;

3.1.3   Whenever there is an operational or environmental demand;

3.1.4   Whenever there is a technological change; or

3.1.5   When it is no longer relevant, applicable or effective.

4.0   REGULATION DEVELOPMENT AND AMENDMENT PROCEDURE

4.1   There shall be established by the Director General of the Authority, a Regulations Committee (hereinafter referred to as —The committee").

4.2   The Committee shall be a Standing Committee within the Authority.

4.3   The Committee shall be responsible for:

(a)   Monitoring amendments to the Standards and Recommended Practices contained in the Annexes to the Convention on International Civil Aviation;

(b)   Incorporating the amendments into these Regulations;

(c)   Consideration of proposals for amendment to these Regulations made by stakeholders and other members of the Public;

(d)   Proposing on its motion, amendments to the Regulations;

(e)   Notification of and filing with ICAO of differences and compliance with the SARP's.

4.4   The Committee shall send Notice of Proposed Amendments (NPA) to operators and other stakeholders and request their comments thereto within a period of 30 days.

4.5   Upon receipt of comments, the Committee may consider and incorporate same into the Regulations.

4.6   The Committee shall keep a record of such comments and its deliberations thereon.

4.7   Submission of Proposal

(a)   Any interested person may submit to the Regulations Committee, a proposal on the introduction, amendment or withdrawal of a regulation or technical standard ;

(b)   The proposal shall be in writing and shall;

(i)   State the name and address of the proposer;

(ii)   State the contents of the regulation, technical standard or amendment proposed or specify the regulation or technical standard which the proposer wishes to be withdrawn;

(iii)   Explain the interests of the proposer; and

(iv)   Contain any information, views or arguments supporting the proposal.

4.8   All amendments to these Regulations shall be submitted to the Director General for process and promulgation and final signature.

5.0 GUIDANCE MATERIAL DEVELOPMENT AND AMENDMENT PROCEDURE

5.1   In order to ensure that the standardised technical guidance remains so their developments or amendments will be done under the Flight Standards Group (FSG).

5.2   Proposals for development or amendments of technical guidance materials (safety and security) should be forwarded to the FSG.

5.3   A Technical committee setup by the FSG will be responsible to review the proposals and recommend amendment of the Technical guidance material.

5.4   If the Director approves the developed or amended technical guidance material, it will be submitted to the DG, for adoption, customisation and release.

CHAPTER 3

The Five Phase Certification and Approval Process

1.0   PURPOSE

This Chapter is issued to provide general information and over-view to the inspector on the recommended Five Phase certification and approval process of operators and organizations in compliance with the Nigeria Civil Aviation Regulations.

2.0   REFERENCE

2.1   Regulation 9.1.1.5 of the Civil Aviation (Air Operator Certification and Administration) Regulation

2.2   Regulation 9.1.1.10 of the Civil Aviation (Air Operator Certification and Administration) Regulations

2.3   Regulation 3.2.1.1 &   3.2.1.5 of the Civil Aviation (Approved Training Organisations) Regulations.

2.4   Regulation 3.2.1.6 &   3.2.1.7 of the Civil Aviation (Approved Training Organisations) Regulations.

3.0   GUIDANCE AND PROCEDURE

3.1   General Information

3.1.1   The following certification and approval process provides for a continuous interaction from the applicant's initial enquiry to the issue or denial of the requested certificate/approval by the Nigeria Civil Aviation Authority. It ensures that the applicant's proposed programmes, systems, arrangements, facilities, documentation, personnel and intended methods of compliance are thoroughly reviewed, evaluated and tested by use of the five phase process.

3.1.2   The five certification phases are:

a)   Pre - application
b)   Formal Application
c)   Document Evaluation
d)   Demonstration and Inspection
e)   Approval or Certificate Issue/grant or Denial (Certification)
       The Flow Chart for AMO, AOC and ATO certification process is illustrated in **the Appendix** to this Chapter.

3.2   Certification Process

3.2.1   The Authority will appoint a team based on the complexity of the proposed operation and a Certification Project Manager (CPM) will be selected among them. The assigned certification CPM will be the designated principal spokesperson for the Authority in the whole process of certification.

3.2.2   The Pre-application Statement of Intent (PASI) Form: AC-OPS001 is used to evaluate the complexity of the proposed operation for the establishment of the certification team.

3.2.3   The designated certification team will process the PASI as follows –

a)   Provide a working certification number for the applicant.
b)   Check the —Information only" cursory review on the PASI and enter the date the document was received by the Authority
c)   Enter —Proceeding with formal certification" in the Remarks section and show the certificate number;
d)   The assigned CPM will contact the applicant to arrange a pre-application meeting.

3.3   Pre-application Meeting

3.3.1   Meet with the applicant to discuss questions, if any, concerning the certification process, regulatory requirements, the formal application and attachments and any other related issues.

3.3.2   Accomplish the following during the meeting(s) -

a)   Discuss the regulations applicable to the proposed operation;
b)   Provide the applicant with a copy of the application Form: AC-OPS001
c)   Inform the applicant that a formal application is required after a satisfactory completion of the pre-application meeting.

3.3.3   The formal application will include the following –
a)   A completed application form;
b)   Copies of the required documents and manuals;
c)   A statement of compliance;
d)   A letter indicating when the applicant will be ready for the demonstration and inspections.

3.4   Formal Application Phase - The following are key steps in the formal application phase.

3.4.1   Receive the Formal Application: Ensure that all documents have been submitted and are complete.

3.4.2   Evaluate the Application Package: Based on the initial survey of the application package a decision must be made on whether or not to continue with the certification process.

3.4.3   Conduct an Application Meeting: Any unresolved issues concerning the package must be answered before proceeding to the next phase. This should be done in the most effective way possible, e.g., meetings or correspondence.

3.5   Document Compliance Phase

3.5.1   Review the Application Package by carrying out an in-depth review of the contents of each submitted document for regulatory compliance shall be carried out. The documents to be reviewed include:
   a)   The completed application form
   b)   All manuals and documents;
   c)   The statement of compliance;
   d)   The list of all relevant attachments.

3.5.2   Discrepancies - Record discrepancies found in any document and determine in discussion with the applicant options for their resolution. Inform the applicant that the certification process will not continue until all discrepancies are resolved. If the discrepancies cannot be resolved or the certification process is stopped, the applicant will be informed in writing with all the discrepancies observed.

3.6   Demonstration and Inspection Phase

3.6.1   Housing and Facility - Are inspected during the Demonstration and Inspection Phase, to ensure that they comply with Regulations/requirements and are in accordance with procedures stipulated in the associated manuals and documents evaluated.

3.6.2   The inspection system, to ensure the following:
   a)   Employees are familiar with the procedures and capable of performing their assigned duties;
   b)   Facilities can support the operation requested.
   c)   Procedures are followed.

3.6.3   Record keeping system to ensure that the requirements and Nigeria Civil Aviation Regulations are met.

3.6.4   A system for reporting serious defects or un-airworthy conditions.

3.6.5   Ensure that the number of personnel is sufficient to satisfy the volume and type of work to be performed.

3.6.6   Analysing Discrepancies - If discrepancies are noted, meet with the applicant to review discrepancies in detail. Corrective action must be taken and the assigned CPM should notify the applicant in writing, in Order that the certification process may continue. Each discrepancy and corrective action must be fully documented and recorded in the certification file.

3.7   Certification Phase

3.7.1   When the applicant has met all regulatory requirements the assigned CPM will accomplish the following:

   a)   Document the following information -

        (i)   Findings and recommendations;

        (ii)   Discrepancies noted and comments;
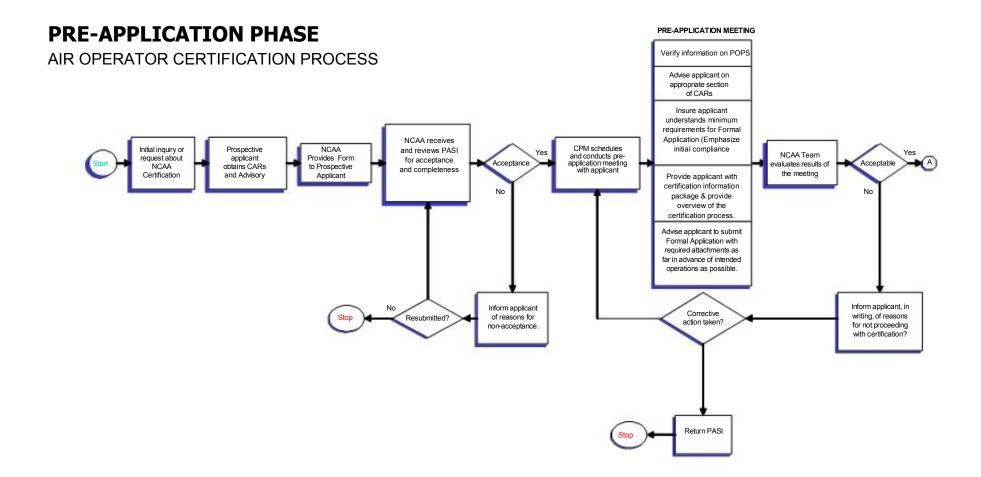
(iii)   Date of inspection;

(iv)   The assigned CPM and certification team members, office designator and Signature.

b)   Prepare the Approval Certificate **Form: AC-OPS001C** which will be signed by the Authority.

c)   Prepare the Specific Operating Provisions (SOPs) or Operations Specifications (OPS Specs) as appropriate showing the approvals and imitations which will be signed by the Authority.

d)   Ensure that the certification report contains at least the following -
(i)   A completed copy of the PASI form;

(ii)   A copy of the statement of compliance;

(iii)   A completed copy of the inspection form

(iv)   A copy of the certificate issued;

(v)   A copy of the SOPs or OPS SPECS issued.

3.8   Results
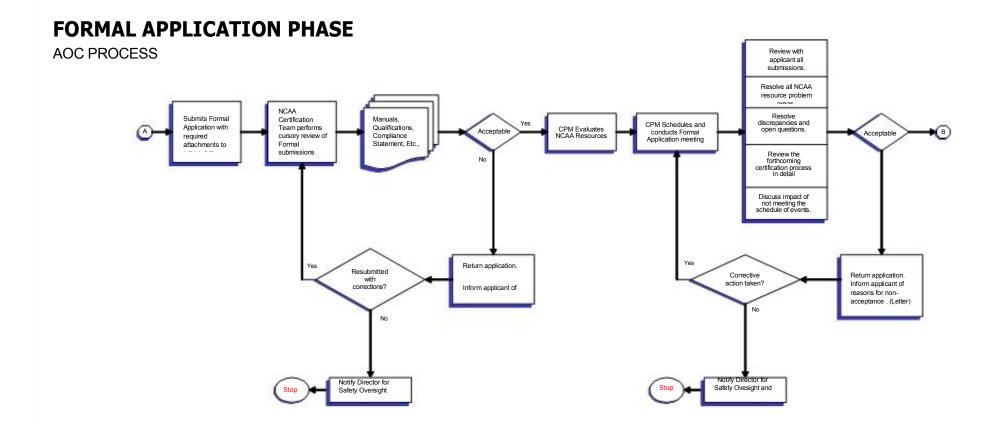
3.8.1   Successful completion of this task will result into the following:
a)   Issue of an Approval Certificate and SOPs or OPS SPEC.
b)   Notifying the applicant in writing.

3.8.2   If the certification is unsuccessful, due to either applicant termination or the failure of an inspection the person responsible for safety oversight will be briefed and letters will be written to the applicant describing the reasons.

3.8.3   The original certification report will be retained at the Authority office.

The flow charts on the following pages are representative of the Air Operator Certification Process. This chart also represents the process for the certification of an Approved Maintenance Organisation.

PRE-APPLICATION PHASE
AIR OPERATOR CERTIFICATION PROCESS

PRE-APPLICATION MEETING

Start → Initial inquiry or request about NCAA Certification → Prospective applicant obtains CARs and Advisory → NCAA Provides Form to Prospective Applicant → NCAA receives and reviews PASI for acceptance and completeness → Acceptance

Acceptance — Yes → CPM schedules and conducts pre-application meeting with applicant

Acceptance — No → Inform applicant of reasons for non-acceptance. → Resubmitted? — No → Stop

Pre-application meeting steps:
- Verify information on POPS
- Advise applicant on appropriate section of CARs
- Insure applicant understands minimum requirements for Formal Application (Emphasize initial compliance
- Provide applicant with certification information package & provide overview of the certification process.
- Advise applicant to submit Formal Application with required attachments as far in advance of intended operations as possible.

→ NCAA Team evaluates results of the meeting → Acceptable

Acceptable — Yes → A

Acceptable — No → Inform applicant, in writing, of reasons for not proceeding with certification? → Corrective action taken? → Return PASI → Stop

FORMAL APPLICATION PHASE

AOC PROCESS

DOCUMENT COMPLIANCE PHASE

AOC PROCESS

```
B  ──────▶  Certification Team reviews   ──────▶   Formal Application, Required    ──────▶   ◇ Acceptable ◇  ──── Yes ────▶  C
            applicant's documents for               Manuals, Letter of Compliance,
            compliance and                           Training & Qualifications,
            acceptance/approval                      Lease/Contract agreements, Etc.,
                                                                                                      │
                                                                                                      No
                                                                                                      │
                                                                                                      ▼
         ◇ Corrective action ◇  ◀────────────────────────────────────────────   Return unsatisfactory
            taken?                                                                documents, Inform
                                                                                 applicant of reasons for
                                                                                 non-acceptance. (Letter)
            │
            No
            │
            ▼
         Notify Director for
         Safety Oversight     ──────▶  Stop
         and DG/MD-NCAA
```

Yes (corrective action taken → loops back to Certification Team reviews)

DEMONSTRATION AND INSPECTION PHASE

AOC PROCESS

DEMONSTRATION AND INSPECTION

```
C ──────► Certification Team evaluates ──────► Evaluate Management Effectiveness, ──────► Acceptable ──Yes──► D
           applicant's demonstration of         Inspect Station(s) Facilities/Housing,
           compliance                           Evaluate Training, Flight Operations,        │
                                                 Maintenance, Records, etc.,                  No
                                                                                              │
                                                                                              ▼
                                                                                    Inform applicant
           ┌──Yes── Correction ◄──────────────────────────────────────────────── of reasons for
           │         action taken?                                                  non-acceptance.
           │              │                                                         (Letter)
           │              No
           │              │
           │              ▼
           │        Notify Director for ──────► Stop
           │        Safety Oversight
           │        and DG/MD-NCAA
```

CERTIFICATION PHASE
AOC PROCESS

FINAL CERTIFICATION ACTIONS

D → Prepare and Approve Air Operator Certificate and OpSpecs, Coordinate with Director for safety Oversight and DG/MD-NCAA. → Issue Air Operator Certificate and OpSpecs → Complete and Distribute Certification and other internal NCAA Reports. Establish Certification and Surveillance File → Stop

Assigned Inspectors establish post certification surveillance plan

CHAPTER 4

Approval and Acceptance of Minimum Equipment Lists (MELs) and Configuration Deviation Lists (CDLs)

1.0 PURPOSE

This CHAPTER provides guidance to both Flight Operations and Airworthiness Inspectors on the continued operation of an aircraft with specific items of equipment inoperative under certain circumstances.

2.0 REFERENCE

2.1 Regulation 9.3.1.12 of the Nigeria Civil Aviation Regulations.

2.2 Part 7 of the Nigeria Civil Aviation Regulations.

2.3 Master Minimum Equipment List (MMEL) and Configuration Deviation List (CDL) as applicable.

3.0 GENERAL

3.1   This Chapter contains:

3.1.1   Definitions and a general overview of the MEL / CDL systems;

3.1.2   Information and guidance on developing and approving MELs;

3.1.3   Information and guidance for operations and airworthiness inspectors on MEL/CDL use during operations; and

3.1.4   Information about the development, approval, and usage of the CDL.

4.0 APPLICABILITY

The Flight Operations Inspector (FOI) is the primary Authority official responsible for the overall process of administering, evaluating, and approving an operator's MEL as well as accepting the CDL where applicable. It is essential that the FOI works with the Airworthiness Inspector (AWI), and other individuals or groups involved in this process.

5.0   DEFINITIONS

5.1   **Aircraft Evaluation Group (AEG) of the State of Design.** The AEG in the State of Manufacturer is responsible for the development, revision and publication of an MMEL for those aircraft within its area of responsibility;

5.2   **Aeroplane Flight Manual (AFM)/Rotorcraft Flight Manual (RFM**). The term, aircraft flight manual, can apply to either an AFM or an RFM. The Aircraft flight manual is the document approved by the responsible authority for aircraft certification during type certification. The approved aircraft flight manual for the specific aircraft is listed on the applicable type certificate data sheet. The approved aircraft flight manual is the source document for operational limitations and performance parameters for an aircraft. The Authority requires an approved aircraft flight manual for aircraft type certification;

5.3   **The Aircraft Maintenance Manual (AMM).** The AMM is the source document for aircraft maintenance procedures. The term AMM can apply to either an aeroplane or a rotorcraft manual. The Authority requires an AMM for aircraft certification;

5.4   **Air Transport Association of America (ATA) Specification 100.**   ATA Specification100, Manufacturer's Technical Data, is an international industry numbering standard developed to identify systems and components on different aircraft in the same format and manner;

5.5   **Configuration Deviation List (CDL**). Aircraft certified under the provisions of a State's Civil Air Regulations and intended for use in air transport operations may be approved for operations with missing |secondary airframe and engine parts. The aircraft source document for such operations is the CDL.

5.6   **Inoperative**. Inoperative means that a system or component has malfunctioned to the extent that it does not accomplish its intended purpose and/or is not consistently functioning normally within its approved operating limits or tolerances;

5.7   **Master Minimum Equipment List (MMEL**). The MMEL is a list of equipment that the Authority of the State of manufacturer has determined that they may be inoperative under certain operational conditions and still provides an acceptable level of safety. The MMEL contains the conditions, limitations and procedures required for operating the aircraft with these items inoperative. The MMEL is used as a starting point in the development and review of an individual operator's MEL;

5.8   **Minimum Equipment List (MEL**). The MEL is derived from the MMEL and is applicable to an individual operator. The operator's MEL takes into consideration the operator's particular aircraft configuration, operational procedures and conditions. When approved and authorised for use, the MEL permits operation of the aircraft under specified conditions with certain inoperative equipment;

6.0   PURPOSE OF MEL

6.1   The Regulations permit the authorisation of an MEL if the Authority finds that compliance with all the aircraft equipment requirements is not necessary in the interest of safety for a particular operation. Through the use of appropriate conditions or limitations, the MEL provides for improved scheduled reliability and aircraft utilisation with an equivalent level of safety.

6.2   This process is possible because of the installation of additional and redundant instruments, equipment and/or systems in present transport aircraft. Without an approved MEL, inoperative instruments, components and equipment would ground the aircraft until repair or replacement of the non-functioning equipment. An MEL is approved for a specific make and model of aircraft, and the use of it is authorised by its Operations Specifications.

7.0   ITEMS LISTED ON THE MEL

7.1   There are two categories of items that may be contained in the operator's MEL:

7.1.1   MMEL items; and

7.1.2   Passenger convenience items.

7.2   MMEL Items. The MEL will list all of the items for which the operator seeks relief and that are appropriate for its operation. The operator, by not listing at its discretion certain items in its MEL, may be more restrictive than permitted by the MMEL.

7.3   Passenger Convenience Items. The passenger convenience items, as contained in the operator's approved MEL, are those related to passenger convenience, comfort, or entertainment, such as, but not limited to, galley equipment, movie equipment, in-flight phones, ashtrays, stereo equipment and overhead reading lamps. It is incumbent on the operator and the FOI to develop procedures to ensure that those inoperative passenger convenience items are not used. Passenger convenience items do not have fixed repair intervals. Items addressed elsewhere in the MMEL shall not be authorised relief as a passenger convenience item. "M" and "O" procedures may be required and should be developed by the operator, approved by the FOI, and included in the air operator's appropriate document.

8.0   TIMELY REPAIR OF ITEMS THAT ARE INOPERATIVE

8.1   The MEL is intended to permit the operation of an aircraft with certain inoperative items for a limited period of time until repairs can be accomplished. The operator is responsible for establishing a controlled and effective repair programme.

8.2   Repair Interval. Operators must make repairs within the time period specified by the MEL. Although the MEL might permit multiple days of operation with certain inoperative equipment, operators must repair the affected item as soon as possible.

8.3 **Day of Discovery.** The day of discovery is the calendar day an equipment malfunction was recorded in the aircraft technical log or record. This day is excluded from the calendar days or flight days specified in the MEL for the repair of an inoperative item of equipment. This provision is applicable to all MEL items, such as categories "A," "B," "C," and "D." The operator and the FOI must establish a reference time in which the calendar day or flight day begins and ends 24 hours later. This reference time is established to ensure compliance with timely repair of equipment and items. The reference time shall be based on Universal Time Coordinated (UTC).

8.4 **MMEL Definitions.** More than one set of MMEL definitions exist due to years of evolving changes during which not all MMELs have been updated to the latest revision of the definitions. However, only the most up-to-date set of definitions may be used with a specific MMEL. Only certain portions of the latest definitions may be appropriate for a specific air operator's MEL.

8.5 **Continuing Authorisations**. Approval of an MEL authorises an operator to use a continuing authorisation to approve extensions to the maximum repair interval for category "B" and "C", provided the Authority is notified within 24 hours of the operator's exercise of extension authority. The certificate holder is not authorised to extend the maximum repair time for category "A" and "D" items, as specified in the approved MEL. Misuse of the continuing authorisation may result in an amendment of the operator's Operations Specifications by removing the operator's authority to use an MEL.

9.0   RECORD KEEPING

When an item of equipment becomes inoperative, the operator must report it by making an entry in the aircraft technical log, as prescribed by Regulation 5.1.19 of Part 8 of the Nigeria Civil Aviation Regulations.

10.0   MULTIPLE ITEMS THAT ARE INOPERATIVE

Individual MEL requirements are designed to provide coverage for single failures enroute. When operating with multiple inoperative items, the operator should consider the interrelationships between those items and the effect on aircraft operation and crew workload, including consideration of a single additional failure occurring en-route.

11.0   FLEET APPROVAL

An operator who has a single MEL for multiple aircraft may reflect equipment in its MEL that is not installed on all aircraft in its fleet. In this case, the item's title in the operator's MEL need not reference any specific aeroplane identification (usually registration number) unless the operator determines that there is need to do so.

12.0   ACCESS TO MEL

Regulation 9.3.1.12 of the Nigeria Civil Aviation Regulations requires that the MEL is made available for use among others by the flight crewmembers. This implies the MEL should be carried aboard the aircraft or that the flight crew has direct access to the MEL information prior to flight. Other means of direct access require approval.

13.0   CONFLICT WITH OTHER NCAA APPROVED DOCUMENTS

The MEL shall not conflict with other approved documents such as the aircraft flight manual limitations and airworthiness directives. The operator's MEL may be more restrictive than the MMEL, but under no circumstances shall the operator's MEL be less restrictive.

14.0   ADDITIONAL INSTRUCTIONS, NECESSARY TO CLARIFY THE ACTIONS TO BE TAKEN UNDER CERTAIN CONDITIONS AND/OR SITUATIONS REGARDING THE MEL

14.1   Some items/systems listed in the MMEL/MEL contain standard phrases such as "provided alternate, normal and emergency procedures, and/or operating restrictions are established and used." The intent of such provisions is that it is incumbent on the operator to develop the necessary manual instructions for his personnel so that appropriate action will be taken, resulting in an acceptable level of safety.

14.2   When operating in accordance with the MEL, the communications equipment used between the flight deck and the cabin crew (whether inoperative or functional), require specific instructions for inclusion in the appropriate air operator's manuals: the Flight Manual, Aircraft Operating Manual, Operations Manual and Cabin Crew Member Manual. In some cases it may be appropriate to include such instructions in the operators MEL (O) procedure. Instructions in these manuals concerning specific inoperative equipment situations must be consistent with instructions in the other manuals.

14.3   To ensure a clear understanding of the action to be taken in emergency or abnormal situations, the pilot in command (PIC) will brief the flight crew, lead cabin crew and/or concerned cabin crew on the procedures to be followed. Examples of methods of cockpit notification to cabin could include various cockpit combinations such as cabin chimes to indicate different events, use of a separate evacuation signalling system, PA announcements, etc. The briefing is to ensure that when cabin/flight deck communication equipment becomes inoperative, procedures to be followed for each of the following events can be carried out:

14.3.1   Fire and/or smoke in the flight deck or passenger cabin;

14.3.2   Hi-jacking;

14.3.3   Ditching;

14.3.4   Emergency landing;

14.3.5   Evacuation of the passenger cabin/Rejected Takeoff evacuation; or

14.3.6   Passenger problem (medical/disturbance).

Note: *It is the Authority's intention to impose a requirement to preclude a cabin crew from opening the flight deck door to report an emergency situation.*

14.4   Action. Inspectors are directed to inform each of their operators of the need to include additional instructions, to clarify actions to be taken in the case of emergency or abnormal situations, concerning the MEL conditions and limitations. Inspectors should also inform their operators of the need for the PIC's to brief the flight crew, lead cabin crew and/or concerned cabin crew of the actions to be taken in emergency or abnormal situations, in preparation for the possible break down of cabin/flight deck communication equipment.

15.0   MEL APPROVAL PROCESS

15.1   General

This part contains specific direction, guidance, and procedures to be used by flight operations and airworthiness inspectors when evaluating and approving MELs.   The operator's MEL is developed by the operator from the appropriate Master Minimum Equipment List (MMEL) and then approved by the Authority.   The approval process for an MEL follows the general process for approval or acceptance.

15.2   MEL Acceptability

15.2.1 The general criteria for MEL acceptability are as follows:

a)   **Equally or More Restrictive**. The operator's MEL must not be less restrictive than the MMEL, the Civil Aviation Regulations , the operations specifications, the aircraft flight manual limitations, certification maintenance procedures, or airworthiness directives (ADs);

b)   **Appropriate**. The MEL must be appropriate to the individual aircraft type and model;

c)   **Specific**. The operator's operations ("O") and maintenance ("M") procedures must be specific to the aircraft and the operations conducted;

d)   **Applicability**. An MEL should be applicable to the civil aviation regulations under which the operator is certificated.

15.3   Initial Phase of MEL Approval

15.3.1 In this phase of the MEL approval process, the operator should consult with the flight operations inspector (FOI) regarding requirements for either developing an MEL or for revising an existing MEL. The FOI may consult with the AWI and the appropriate specialist in the State of design.

15.3.2 **Operator Familiarisation.** In phase one of the MEL approval process, the FOI should determine the scope of the task, based on the operator's experience with MELs. FOIs should adapt the discussion to fit the operator's needs and experience, and should provide advice and guidance to the operator as necessary. FOI's must ensure that the operator clearly understands that MEL document preparation is solely the operator's responsibility.

15.3.3 **Required Document Submittal**. FOIs should advise the operator that, for an MEL to be approved, the following documents must be submitted:

a)   The proposed MEL or MEL changes;

b)   Necessary "O" and "M" procedures, which may be based on the aircraft manufacturer's recommended procedures, Supplemental Type Certificate(STC) modifier's procedures, or equivalent operator procedures;

c)   A description of the MEL management programme and its procedures as required by the Operations Specifications, unless an MEL management programme is already in place;

d)   Any required guidance material developed by the operator, such as training material, guidance, and deferral procedures for both maintenance and operations personnel.

NOTE: Several manufacturers have produced manuals of recommended procedures for operating with inoperative equipment. The Boeing Dispatch Deviation Procedures Guide (DDPG) is an example of these manuals. When a manufacturer's recommended procedures exist, operators shall use them. Where a manufacturer recommended procedures do not exist, operators should coordinate with the manufacturer in developing specific procedures Flight operations and Airworthiness inspectors should ensure acceptability of the procedures by the appropriate Aircraft Evaluation Group of the State of design before approving such procedures.

15.3.4 **Materials Provided by the Operator.** Operators shall ensure that an updated copy of an MMEL and all subsequent amendments for a specific aircraft is submitted to the Authority in duplicate, along with appropriate guidance material.

15.3.5 **Document Form**. The operator may submit MEL draft documents to the Authority either on hard copy (printed on paper) or on computer disk, as mutually agreed upon between the operator and the FOI. The operator and the FOI should discuss the techniques that will be used for revising and editing the proposed document. It is important that the operator understand that when the process is complete, the final proposed MEL must be submitted on paper unless otherwise approved by the Authority.

15.3.6 **MEL Format. The MMEL** format has been standardised to facilitate the development, revision and approval of both master and operator documents. If the master document contains eight total sections, then eight of these sections should be included in each operator's MEL.The FOI should review a detailed list of each MMEL section to determine that all items are addressed in the operator's MEL.

15.3.7 **Generic Single Engine MMELs**. Where a generic MMEL for single engine aircraft has been developed by the State of design, this MMEL may be used for single engine aeroplane and helicopters of that State if a specific MMEL has not been issued. Operators may use this generic MMEL in constructing their MEL. When an operator is approved to use this generic MMEL as the basis for his MEL, and a specific MMEL for the individual aircraft type is subsequently issued, the operator's MEL must be revised within a specified time frame prescribed by the Authority to conform with the specific MMEL.

15.4   **Final Phase of MEL Approval Process**

15.4.1   The final phase begins when the operator formally submits the proposed MEL or MEL changes to the Authority. The FOI should initially review the operator's submittal to verify that it is complete, contains the required elements as listed paragraphs and is detailed enough to permit a thorough evaluation of the MEL. In this process the FOI will ensure that Cabin Safety items are properly accounted for.

15.4.2   **Unacceptable Submittal**. If the FOI finds the proposed MEL package to be incomplete or unacceptable at this time or at any other time in the approval process, the FOI should contact the operator. A sample letter is provided in figure 3. If mutually acceptable corrections cannot be immediately agreed upon, the entire package must be immediately returned to the operator or his representative.

15.4.3   **Acceptable Submittal**. If the FOI finds the proposed MEL package to be complete and to contain the required information in an acceptable format, the detailed analysis begins. During this analysis, the FOI should co-ordinate with the AWI to perform a detailed examination of the proposed MEL document and other supporting documents and procedures. If the operator does not currently have an MEL programme, its MEL management programme must also be reviewed for acceptability. Inspectors should examine the technical content and quality of the proposed MEL document and other supporting documents and procedures as follows:

a)   **Timely Review.** FOIs should promptly address all deficiencies and notify the operator of any discrepancies or outstanding issues. The FOI and the operator may informally coordinate by telephone to clarify minor discrepancies or misunderstandings;

b)   **Reference Material.** Inspectors should use the MMEL and this Chapter as the primary reference document when reviewing and approving the MEL. In addition, inspectors should use the following references:

(i)   Related Civil Aviation Regulations;
(ii)   Appropriate NCAA advisory Circulars;
(iii)   Approved flight manual;
(iv)   Operator's Operations Specifications;
(v)   Operator's manuals;
(vi)   Any MEL aeronautical information circulars (AIC), published by NCAA;
(vii)   Dispatch Deviation Procedures Guide (DDPG)

15.4.4   **Co-ordination with Technical Groups**. During this phase, the FOI may wish to co-ordinate with the appropriate aircraft evaluation group of the State of design for guidance.

15.4.5   **Change in Schedule of Events**. If certain MMEL items must be addressed within a specific time frame, the FOI should notify the operator of this requirement as soon as possible. If the operator is unable to meet these schedule requirements, the FOI should negotiate a new schedule with the operator.

15.5   MEL Evaluation

15.5.1   Inspectors should compare the operator's MEL changes against the corresponding items in the

current MMEL for the specific aircraft type. In addition, inspectors should verify that the operator's MEL contains the following required items:

a)   Cover Page: The MEL cover page contains the operator's name and the make and model of the aircraft to which the MEL applies;

b)   Table of Contents: The table of contents contains a list of all of the pages in the MEL by title and the corresponding page identification (usually a page number);

c)   Log of Revisions: The log contains the revision identification (usually a number) and date of the revision. It may also contain a list of the revised pages, a block for the initials of the person posting the change, and additional enhancements for use by the operator;

d)   **Preamble:** The standard MMEL preamble section must be modified by the operator to suit the regulations, aircraft and type of operation.

e)   **Definitions:** The standard MMEL definitions section must be reproduced word for word in each MEL, without modification;

f)   **Control Page:** The control page is used as a method for keeping track of the status of the MEL and includes a record of the revision status or the date of each page of the operator's MEL. It may also be used as a means of conveying Authority approval of the MEL. The control page is also referred to as the "List of Effective Pages."

15.5.2 **Minimum Contents.** At a minimum, the control page must contain the following:

a)   The operator's name;

b)   A listing of all of the pages in the MEL (including the date of each page and its page number or revision number);

c)   The MMEL revision number on which the MEL is based;

d)   A signature block containing space for signature conveying Authority approval of the MEL;

e)   **Optional Contents.** The operator may include additional information on the control page to provide flexibility and additional approval functions;

f)   **Highlights of Change Page (Optional).** This page contains a synopsis of the changes made by the operator in each revision.

15.5.3 **Additional Items**. The operator may include additional information sections in excess of the six sections.

a)   **Individual Air Transport Association of America (ATA) System** Page Evaluation. These

pages contain a list of individual items of equipment in the aircraft together with provisions for the operation of the aircraft when the items are inoperative. The reviewing inspector should examine the individual ATA system pages, ensuring that the MEL is at least as restrictive as the MMEL and that operator's procedures are adequate and appropriate. The inspector should also examine the material contained on these pages for conflict with the Regulations, with the approved flight manual emergency procedures and limitations, and with the operator's operations specifications. The following elements are included:

(i) **The ATA Numbering System.** Operators should use the standard ATA numbering system, similar to the manner used in the MMEL, for numbering individual pages in this section. An example of this numbering system would be the communications page; the first page would be 23-1; the second page would be 23-2;

(ii) **Individual Items of Equipment.** The MMEL contains listed items of installed equipment that may be inoperative.

b) **MMEL Items not Listed on the Operator's MEL**. If items listed on the MMEL are not listed on the MEL there is no relief;

c) **MMEL Items Listed on the Operator's MEL.** Each piece of equipment that is installed on the aircraft and that is contained in the MMEL, for which the operator seeks relief and that is appropriate for its operation, should be listed on the appropriate page of the operator's MEL within the associated ATA system. The operator may be more restrictive than permitted by the MMEL by not listing certain items in its MEL. Each item title on the operator's MEL will generally be entered exactly as it is shown on the MMEL. Exceptions include the following:

(i) When the MMEL uses a generic term to address equipment that serves a similar function when various operators use different names for that equipment; or

(ii) When the MMEL lists functions rather than individual pieces of equipment within that category such as "Navigation Equipment" or "Communications Equipment." In such cases, the MEL must contain a list of the individual equipment items or systems within that category that are actually installed on the aircraft, such as "VHF Communications Transceivers." When items of this type consist of several components of a system, the item may be listed as a complete system, such as "VOR Navigation System," consisting of a VOR navigation receiver and its associated indicator. The inspector should ensure that the operator has not listed inappropriate items or items that are listed individually elsewhere in the MMEL. However, the FOI is authorised to approve generic MMEL relief for navigation or communication equipment that is appropriate such as ILS, VOR, VHF, HF and GPS.

d) **Items Listed on the MMEL but not Installed on the Operator's Aircraft**. In this case the operator should list the item as shown on the MMEL, and show the Number Installed as zero. Therefore, the "Number Required for Dispatch" would also be zero, and the remark "Not Installed" may be noted under "Remarks and Exceptions"; repair category designators should be omitted;

e) **Triple Asterisk Symbol (***).** The triple asterisk symbol is used in an MMEL to indicate that an item is not installed on some models of the aircraft. Operators should not produce or use this symbol in the MEL;

f) **Repair Category**. Each item of equipment listed in the operator's MEL, except for Administrative Control Items and Passenger Convenience Items, must include the repair category designator for that item as shown on the MMEL. These designators, categorised as "A," "B," "C," or "D," indicate the maximum time that an item may remain inoperative before repair is made. The actual repair categories corresponding to these letters are provided in the "Notes and Definitions" section of the MMEL. The operator may choose to adopt a more restrictive repair category than the one shown on the MMEL, but may not relax the requirement. Components or subsystems of items categorised in the MMEL, such as items of communications or navigation equipment that are not listed individually in the MMEL, must retain the repair category shown on the MMEL when listed as separate items on the MEL;

g) **Passenger Convenience Items**. Passenger convenience items relate to the convenience, comfort and entertainment of passengers and must never affect the airworthiness of the aircraft. These items do not carry a specific repair category; however, the operator should make repairs to convenience items within a reasonable time frame. Normally, the operator lists these items individually in ATA chapters 25 and 38. Passenger convenience items may be included elsewhere in the MEL if clearly identified as passenger convenience items. FOIs should review the proposed MEL to decide which passenger convenience items are components of an item appearing in the MMEL. When listing passenger convenience items on the MEL, the operator must list each item for which the operator wishes relief. The operator may make a list of passenger convenience items that, once it is acceptable to the FOI, is held by the Authority. Passenger convenience items also apply to cargo aeroplanes, as appropriate:

(i) No item is included as an administrative control item if it is included else wherein the MMEL;

(ii) Administrative items are not included as a subsystem of items listed in the MMEL;

(iii) Administrative items are not granted relief in the MEL unless the release conditions or limitations are contained in another approved document.

h) **Number of Items Installed.** The MEL will normally contain the actual number of items of particular equipment installed on the aircraft. This number may be either greater or less than the number shown on the MMEL. The MMEL shows the number of items installed as the number of those items normally installed on a particular aircraft type. Individual aircraft operated by an operator may have a different number of items. Frequently the MMEL shows a dash in the "Number Installed" column. This dash indicates that variable quantities of these items are usually installed on the aircraft. If the operator has an MEL for a single aircraft or identical aircraft, the actual number of these items on the

particular aircraft must be listed in the MEL. If the operator has an MEL for multiple aircraft, and the equipment is not installed on all aircraft or there is a variable quantity between aircraft, the operator's MEL will not reference specific aircraft identifications; the "Number Installed" column may contain a dash;

i) **Number of Items Required for Dispatch.** Normally, the number of items required for dispatch is determined by the State of aircraft design, and may be modified in the MEL in only two cases as follows:

   (i) When the item is not installed on the aircraft, in which case a zero shall be shown as the number required for dispatch;

   (ii) When the item is shown in the MMEL as being a variable number required for dispatch.

NOTE: *In this case, the reviewing inspector should ascertain that the operator has made a determination as to the number required for dispatch. There can be several factors that establish this number. In some cases, it is determined by a reference to specific requirements listed in the "Remarks or Exceptions" column of the MMEL. An example would be cabin lights. In this case, the MMEL may show a variable number installed while the "Remarks or Exceptions" column might state that 50 percent of those items be operable. The number required for dispatch would therefore be 50 percent of the number of lights determined to be actually installed on the individual aircraft. Another case where the MMEL may show a variable number required for dispatch is when the "Remarks or Exceptions" column of the MMEL contains the statement, "As required by regulation." In this case, the number is the minimum quantity of these items that must be installed for operations under the least restrictive regulation under which the operator conducts operations.*

j) **"Remarks or Exceptions**." Certain items demand specific relief developed by the operator as authorised through his Operations Specifications, area of operation and Civil Aviation Regulations. "As required by regulation" is an example of this type of relief;

k) **Other Items.** Other items in which relief has been specifically written to reflect actions or restrictions to the operation may be changed only when the MMEL is changed. Generally they contain "O" and "M" procedures in which the operator develops his company procedures to comply with the MEL;

l) **Evaluation of Associated Documentation**. The inspector should evaluate the supporting documentation submitted by the operator to ensure that it is complete and appropriate;

m) **The Operations Manual.** Inspectors should evaluate the operator's manual to ensure that it contains adequate guidance for the operator's personnel in conducting operations using the MEL. Generally, if the operator does not presently have an MEL programme, the applicable portions of his manual and other guidance material should be submitted at the time the MEL is submitted for initial review. When evaluating the operations manual, inspectors should ensure procedures for documenting inoperative equipment (in the aircraft technical log) and any required maintenance procedures are clear. At a minimum, provisions for recording the following items should be developed:

   (i) An identification of the item of equipment involved;

(ii)   A description of the nature of the malfunction;

(iii)   An identification of the person making the entry; and

(iv)   The MEL item number for the equipment involved

n)   **Crew Notification**. The operator should establish procedures for advising the pilot in command (PIC) of inoperative items and required procedures such as affixing placards, alternate operating procedures, and instructions for the isolation of malfunctions. The PIC and the operator are both responsible for ensuring that flights are not dispatched or released until all of the requirements of the "O" procedures and "M" procedures have been met;

o)   **Flight Restrictions.** The operator should establish procedures to ensure that dispatch or other operational control personnel, as well as the flight crew, are notified of any flight restrictions required when operating with an item of equipment that is inoperative. These restrictions may involve maximum altitudes, limitations for the use of ground facilities, weight limitations, or a number of other factors;

p)   **Training Programme Material.** Inspectors should ensure that the operator's flight and ground personnel training programmes contain adequate instruction for MEL use;

q)   **MEL Management Programme**. The FOI should co-ordinate closely with both the AWI and the operator on the MEL management programme. Operators must develop an MEL management programme as a comprehensive means of controlling the repair of items listed in the approved MEL. Operators must include a description of the programme in their maintenance manual, maintenance control manual, or other documents. The MEL management plan must include the following:

(i)   A method for tracking the date and time of deferral and repair;

(ii)   The procedures for controlling extensions to maximum repair categories;

(iii)   A plan for co-ordinating parts, maintenance, personnel, and aircraft at a specific time and place for repair;

(iv)   A review of items deferred due to unavailability of parts; and

(v)   The specific duties and responsibilities of the managers of the MEL management programme, listed by job title.

15.6   Terms and Conditions of Relief

15.6.1   This section contains the terms and conditions of relief granted to an operator for operating the aircraft with items of installed equipment that are inoperative. The operator must state the terms and conditions under which operations may be conducted with inoperative items for the operator's particular organisation and aircraft. The reviewing inspector must address the following elements of this section:

a)   **Standard Phraseology**. When reviewing the MEL, inspectors should ensure that the operator generally uses the phraseology used in the MMEL to ensure clarity and standardisation;

b)   **"As Required by Regulations."** The general term, "As Required by Regulations," applies to ATA chapters 23 (Communications), 31 (Instruments), 33 (Lights), and 34 (Navigation Equipment). When this term appears in the "Remarks or Exceptions" section of an MMEL, the

operator's MEL must contain the specific conditions that apply. The operator usually must research the applicable regulations in detail to develop the appropriate provisions that apply to that operator's particular operations. An example of typical distance measuring equipment (DME) remark could read, "Not required for flights below FL 240."

NOTE: The operator's MEL must clearly establish the actual requirement for its operation when the MMEL stipulates "As required by regulation." It is not acceptable for the MEL to simply refer to the regulation.

c) **"O" and "M" Procedures:**

(i) **"O" and "M"** procedures must contain descriptions of the individual steps necessary to accomplish each process. For example, if the MMEL contains an "M" symbol with a provision that a valve must be closed, the operator must include the appropriate procedures to close the valve as part of the operator's manual or MEL. The reviewing inspector must ensure that the procedure addresses the following:

(ac) How the procedure is accomplished;

(bc) The Chapter of accomplishing the elements of the procedure;

(cc) The actions necessary to complete the procedure;

(ii) For example, if the MMEL contains an "M" symbol with a provision that a valve must be closed, the operator must include detailed steps and actions for closing and testing the valve and installing the placard. The actual written procedures may be contained within the "Remarks or Exceptions" section of the MEL, in separate documents, or attached as an appendix. Inspectors should consult the Guidelines for "O" and "M" Procedures of the MMEL when evaluating these procedures. The section about the Guidelines for "O" and "M" Procedures does not have to be contained within the operator's MEL. If the "O" and "M" procedures are not contained within the MEL, the MEL should include a reference to the location of the procedures;

NOTE: While inspectors should ensure that the procedures are detailed and explicit, it is not necessary that the operator repeat obvious requirements of the MEL item, of the regulation, or of other established standards.

(iii) **"O" Procedures.** The "(O)" symbol indicates a requirement for a specific operations procedure that must be accomplished in planning for and/or operating with the listed item inoperative. Normally, these procedures are accomplished by the flight crew; however, other personnel may be qualified and authorised to perform certain functions. The satisfactory accomplishment of all procedures, regardless of who performs them, is the responsibility of the operator. Appropriate procedures are required to be published as a part of the operator's manual or MEL;

(iv) **"M" Procedures**. The "(M)" symbol indicates a requirement for a specific maintenance procedure, which must be accomplished prior to operation with the listed item inoperative. Normally these procedures are accomplished by maintenance personnel; however, other personnel may be qualified and authorised to perform certain functions. Maintenance personnel should accomplish procedures requiring specialised knowledge or skill, or requiring the use of tools or test equipment. The satisfactory accomplishment of all maintenance procedures, regardless of who performs them, is

the responsibility of the operator. Appropriate procedures are required to be published as part of the operator's manual or MEL;

(v)   **Provisos.** The "Remarks and Exceptions" section of the MMEL generally contains provisos that include specific conditions under which an item of equipment may be inoperative. These provisos must be carried over either verbatim into the operator's MEL or by using equivalent terminology. Provisos are distinct from "O" and "M" procedures. A procedure is an action that must be performed. A proviso is a condition that must exist. For a proviso that operations must be conducted under VFR, an operation under an IFR flight plan is not permitted, regardless of the weather conditions. When reference is made to visual meteorological conditions (VMC), operations may be conducted under an IFR flight plan, but only in VMC.

16.0   DEMONSTRATION PHASE

A demonstration phase is normally not required for an MEL approval. When an operator is developing an MEL in conjunction with original certification for initial issuance of an operating certificate, or when instituting service with a new aircraft type, a demonstration of the operator's ability to use an MEL may be conducted during any required aircraft demonstration flight.

17.0   RESULTS

17.1   When the FOI completes his review:

17.1.1   If problems are found, he will notify the assigned Airworthiness Inspector (AWI), in writing that the review is complete but that problems were found. The activity report comments sheet should list the specific problems with enough detail so proper corrections can be made.

17.1.2   The owner/operator should be given a copy of both operations and maintenance discrepancies in writing under one cover letter. An example letter is at Figure 1. The operator should make the needed corrections to both areas before re-submitting the MEL.

17.1.3   If everything is in accordance with the requirements the FOI should notify the AWI in writing that the flight operations review is complete and acceptable.

17.1.4   When both FOI and AWI are satisfied with the proposed MEL the Authority should mark all the MEL List of Effective Pages —APPROVED" with a signature and date of approval. The Authority will send a letter of approval to the owner/operator. An example letter is at Figure 2. The AWI will complete Section D095 of the Operations Specifications. The AWI must ensure that prior to authorizing the Operations Specifications; the MEL management programme has been approved. A sample D095 Operations Specifications is at Figure 3.

17.1.5   Once approved the, Authority should keep on file a written copy of the approved MEL. The Original approved MEL, Master MEL, and Dispatch Deviation Guide should be returned to the owner/operator.

FIGURE 1

EXAMPLE OF LETTER TO OPERATOR DENYING APPROVAL OF MEL

[Date]
Name
Director of Operations
International Air, Ltd.
Address

Dear (Name):

This letter is to inform you that the Minimum Equipment List (MEL) submitted for approval on June 6 is being returned to your office. A comparison of International Air's MEL against the current Master Minimum Equipment List (MMEL) shows that in the following places International Air's MEL is less restrictive than the MMEL.

Specifically, these System and Sequence Numbers do not comply with acceptable procedures:

1. Page 24-1, item 3. DC Loadmeter
2. Page 28-1, item 1. Boost Pumps
3. Page 30-3, item 13. Pitot Heater

Additionally, International Air's MEL does not include the required Control Page.

If you have further questions on the MEL approval process, please feel free to contact me.

Sincerely,

Name
Operations inspector

FIGURE 2

EXAMPLE OF LETTER TO OPERATOR APPROVING AN MEL

[Date]

Name
Director of Operations
International Air, Ltd.
Address

Dear (Name):

This letter is to inform you that the Minimum Equipment List (MEL) submitted for approval on June 6 has been approved. The control page has been signed and paragraph D095 of the Operations Specifications has been issued.

Sincerely,

Name
Operations inspector

Figure 3

D095.	Minimum Equipment List (MEL) Authorization

1.   Certificate Holder is authorized to use an approved Minimum Equipment List (MEL) for the aircraft listed in paragraph A003 of these Operations Specification provided the conditions and limitations of this paragraph are met. Certificate holder shall not use an MEL for any aircraft that is not specifically authorized by these operations specifications.

   a.   Maximum Times between Deferral and Repair. Except as provided in subparagraph c, the air operator shall have items repaired within the time intervals specified for the categories of items listed below:

   i.   Category A. Items in this category shall be repaired within the time interval specified in the remarks column of the air operator's approved MEL.

   ii.   Category B. Items in this category shall be repaired within 3 consecutive calendar days (72 hours excluding the calendar day the malfunction was recorded in the aircraft maintenance log and/or record.

   iii.   Category C. Items in this category shall be repaired within 10 consecutive calendar days (240 hours) excluding the calendar day the malfunction was recorded in the aircraft maintenance log and/or record.

   iv.   Category D. Items in this category shall be repaired within one hundred and twenty (120) consecutive calendar days (2,880 hours), excluding the day the malfunction was recorded in the aircraft maintenance log and/or record.

   b.   MEL Management Programme. Certificate holder shall develop and maintain a comprehensive programme for managing the repair of items listed in the approved MEL. The air operator shall include in a document or its manual a description of the MEL management programme. The MEL management programme must include at least the following provisions:

   i.   A method which provides for tracking the date and when appropriate, the time an item was deferred and subsequently repaired. The method must include a supervisory review of the number of deferred items per aircraft and a supervisory review of each deferred item to determine the reason for any delay in repair, length of delay, and the estimated date the item will be repaired.

   ii.   A plan for bringing together parts, maintenance personnel, and aircraft at a specific time and place for repair.

   iii.   (3) A review of items deferred because of the unavailability of parts to ensure that a

valid back   Chapter exists with a firm delivery date.

    iv.   (4) A description of specific duties and responsibilities by the job title of personnel who manage the MEL management programme.

    v.   (5) Procedures for controlling extensions to specified maximum repair intervals as permitted by subparagraph c, to include the limit of the extension, documentation of reason for the extension and the procedures to be used for authorizing extensions.

c. Certificate holder is authorized to use a continuing authorization to approve extensions to the maximum repair interval for category B and C items as specified in the approved MEL provided the responsible CAA Office is notified within 24 hours. The certificate holder is not authorized to approve any extensions to the maximum repair interval for category A and D items as specified in the approved MEL. The Authority may deny the use of this continuing authorization if abuse is evident.

Effective Date:	Page 17 of 26	Certificate No:

Figure 3

| Nigerian Civil Aviation Authority | **Operations Specifications** | NCAA Control: 05-May-31 |
| | | NCAA Revision: |

The certificate number on the reverse side of this form identifies the air operator whose name appears in Part A-001 of these Operations Specifications.

☐ 1. The Nigerian Civil Aviation Authority issues the Operations Specifications on the reverse side to certificate holder.

☐ 2. Certificate holder _____ hereby makes application for the AOC's operations specifications appearing on the reverse side hereof, (if this application amends previously approved operations specifications, tick the amendment box below and briefly describe the changes in the space below)

☐ Initial Issue   ☐ Amendment

Reasons and supporting data for amendment (if space insufficient attaches additional pages as required)

I certify that the statements submitted as supporting data are true and I am duly authorised to make this application on behalf of certificate holder

_____   _____   _____
Name and Title   Signature   Date

3. The Operations Specifications set forth on the reverse side are approved by the Authority.

4. Name of Inspector: _____   Signature_____   Date:_____
For: The Director General

5. Effective Date of Approval: Amendment No.:

6. I hereby accept and receive the Operations Specifications appearing on the reverse side on

behalf of the Air Operator.

| _____ | _____ | _____ |
| Name and Title | Signature | Date |

18.0   MEL USE IN SERVICE

18.1   General

This section contains specific direction, guidance, and procedures for operations and airworthiness inspectors on the revision, administration, and policy application for administering MELs that have been approved for use by operators operating under the provisions of the Regulations.

18.2   Revision Procedures

18.2.1   Revisions to an MEL. Either the operator or the Authority may initiate revisions to an operator's MEL. Operator initiated revisions may be equal to or more restrictive than the Master Minimum Equipment List (MMEL). It is not necessary for an operator to submit an entire MEL when requesting the approval of a revision. The minimum submission would consist of only the affected pages; the approval by the Authority may only consist of specific items. These items are approved within a controlled process, and the operator will produce the final MEL document. If the revision results in individual pages either being added or deleted, a revised table of contents page is also required. The issuance of an airworthiness directive (AD) will not be the basis for change to an operator's MEL unless this results in appropriate changes to the MMEL.

NOTE: When operations ("O") or maintenance ("M") procedures are required for the MMEL, it is the operator's responsibility to use manufacturer developed procedures in Chapter to meet the requirements for inclusion of the item on the MEL. Where a manufacturer's recommended procedures do not exist operators must coordinate with the manufacturer in developing specific procedures. FOI's and AWI's should ensure acceptability of the procedures by the appropriate aircraft evaluation group of the State of design before approving such procedures. The FOI is not authorised to grant MEL relief unless the operator provides acceptable "O" and "M" procedures.

18.2.2   MEL Revision Initiated by an Operator. An operator initiated MEL revision will normally fit into one of the following three categories:
   a)   Operators may propose changes to an MEL that are equal to, or more restrictive than, the MMEL. These revisions are approved by the Authority using the same procedures, as those required for an original MEL approval;
   b)   Items Requiring an MMEL Change. Operators may request changes to an MEL for systems or components that have yet to be identified in the MMEL. However, the MEL cannot be revised until the MMEL has been revised to permit the proposed MEL change. The most common instance of a revision request of this type occurs when an operator installs additional equipment on an aircraft and provisions for that equipment are not included on the current MMEL;
   c)   Major Aircraft Modifications. Major aircraft modifications, such as a supplemental type certificate (STC), a major alteration or a type certificate (TC) amendment, may invalidate the MEL for that aircraft. Operators should review the MEL to assess the impact of any planned modification and should immediately notify the Authority of these modifications and the impact on the MEL. The Authority should obtain guidance from the State of aircraft design, to determineif a revision to the MMEL is required.

18.2.3 **MEL Revisions Initiated by the Authority.** The Authority may initiate an MEL revision that is not based on a revision to the MMEL. The Authority should make such a request to the operator in writing, stating specific reasons why the revision is necessary. An Authority initiated revision may be made upon the discovery that an operator has modified an aircraft or that faulty maintenance or operations procedures exist. The Authority should work closely with the operator and make every effort to resolve the matter in a mutually agreeable manner. The operator should be given a reasonable time period to make the required changes depending on whether safety of flight is affected. In the event that the operator declines to make the required change, the FOI may consult with the AWI to initiate an amendment of the operator's Operations Specifications to rescind the authority for the MEL.

18.2.4 **Modifications within a Fleet**. If an operator has been granted approval to use the MEL for a fleet, and the operator installs a new piece of equipment in one or more aircraft, the operator may continue to operate that aircraft under the provisions of the currently approved MEL. The operator may not defer repair of the new item until an appropriate revision to the MEL has been approved.

18.3 Tracking of Revision Status

FOIs shall maintain a copy of the current MEL for each assigned operator's aircraft type. The FOI shall update the MMEL to record and track the revision status of the operator's MEL.

18.4 Availability of MEL for Flight Crewmembers

18.4.1 Flight crewmembers must have direct access to the MEL at all times prior to flight. Regulations require that the operator carry the MEL aboard each aircraft.

18.4.2 The operator may choose to use some system of access to the MEL other than the MEL document. For example, the flight crew may obtain access to the MEL through the Communications Addressing and Reporting System (CARS). The critical element in approving an alternate form of access is whether or not the flight crew has a direct means of access to the appropriate information in the MEL, specifically "O" and "M" procedures.

18.4.3 Direct access should not be construed to mean access through telephone or radio conversations with maintenance or other personnel. If the operator chooses to provide the flight crew with access to the MEL by other than printed means, the method must be approved in the operator's MEL programme.

18.5 Method of Authorising Flight Crewmember Access to MEL

18.5.1 The Authority may approve a method other than printed means for providing the flight crew with access to the MEL. Before authorising such a method, the Authority must be confident that the operator has an adequate means in place to provide flight crews with the complete equivalent of the actual text of the MEL. This method must be described in detail in the operator's accepted operations manual or equivalent.

18.5.2 When the decision is made to authorise this alternative method, the Authority should use appropriate provisions. In this case, the "Applicable Regulation" to the Operations Specifications would be Regulation 38 of the Civil Aviation (Air Operator Certification and Administration) Regulations, and the "Remarks and/or References" section would refer to the appropriate section of the operator's manual.

18.6   Discrepancies Discovered During Flight

18.6.1 Use of the MEL is not applicable to discrepancies or malfunctions that occur or are discovered during flight. Once an aircraft moves under its own power, the flight crew must handle any equipment failure in accordance with the approved Flight Manual.

18.6.2 A flight is considered to have departed when the aircraft moves under its own power for the purpose of flight. Discrepancies occasionally occur between the time the flight departs and the time it takes off. If the flight manual contains procedures for handling that discrepancy, or if the pilot in command (PIC) deems that the discrepancy does not affect the safety of flight, the flight may continue. The discrepancy must be addressed prior to the next departure.

19.6.3 For those operators who are required to use a dispatch or flight release, the PIC must handle a discrepancy that occurs after the issuance of the release, but before the flight departs, in accordance with the MEL. The PIC must obtain a new or amended dispatch or flight release, as well as any required airworthiness release. This new or amended release must contain any applicable flight restrictions necessary for operation with any item of equipment that is inoperative.

18.7   Documentation of Discrepancies
Provisions of the MEL preamble require that an airworthiness release be issued or an entry be made in the aircraft technical log prior to conducting any operations with items of equipment that are inoperative.

18.8   Conflict With Airworthiness Directives

18.8.1 Occasionally an AD may apply to an item of equipment that may be authorised to be inoperative under the MEL. The item shall not simply be deferred under the MEL in Chapter to avoid or delay compliance with the AD or an Authority approved alternate means of compliance with the AD. In all cases, when an AD has been issued, the operator must comply fully with the terms of the AD or an Authority approved alternate means of compliance with the AD.

18.8.2 The Authority must approve any alternative method of compliance with the AD as provided in the AD. In other cases, the provisions of an AD may allow operation of the aircraft on the condition that certain items of installed equipment be used or be operable. In those cases, the affected items must be operable even though the MEL may provide for deferral of repair.

18.9   Interrelationships of Inoperative Components

18.9.1 When the MEL authorises a component of a system to be inoperative, only that component may

be affected. When a system is authorised to be inoperative, individual components of that system may also be inoperative. Any warning or caution systems associated with that system must be operative unless specific relief is authorised in the MEL. The operator must consider the interrelationship of inoperative components.

18.9.2   This consideration must include the following:
  a)   The interrelationship of one piece of equipment on another;
  b)   The crew workload;
  c)   The operation of the aircraft;
  d)   The flight restrictions.

18.10   Repair Categories

18.10.1   When an item of equipment becomes inoperative, and repair is deferred under an MEL, the operator must make repairs as specified by the associated repair category designator ("A," "B," "C," or "D") and the operator's MEL management system.

18.10.2   In the event that more items are installed then those that are required for normal operation, the "C" repair category may be used. For example, if one altitude alerting system is required and the associated repair category is "B," but there are two such systems installed, failure of the first system could be deferred as specified for a "C" category item (10 days). Failure of the remaining system would limit at least one system to the repair category for the "B" category item (3 days). See the definitions section of the MEL for an explanation of repair categories.

19.0   CONFIGURATION DEVIATION LISTS

19.1   General

This section contains information for operations and airworthiness inspectors concerning the development and approval processes of configuration deviation lists (CDL). Transport aircraft may be approved for operations with missing secondary airframe and engine parts. Approval for operating with these parts missing would be authorised by the State of aircraft design.   Evaluation and approval of CDLs are functions of the State of aircraft design.

19.2   Development and Approval of a CDL

An aircraft manufacturer develops a proposed CDL for a specific aircraft type. For United States (U.S.) certificated aeroplanes, the CDL, once approved, is incorporated into the limitations section of the aeroplane flight manual (AFM) as an appendix. For manufacturers outside the U.S., the CDL may be a stand-alone document and part of the Structure Repair Manual, or another manufacturer's document. Some operators may choose to attach a copy of the CDL to their MEL for easy and ready reference by flight crews.

19.3   Use of the CDL - Operators must follow the CDL limitations when operating with a configuration deviation. Operators are required to observe the following:

19.3.1   The limitations in the CDL when operating with certain equipment missing (except as noted in the appendix to the approved flight manual);

19.3.2   The flight operations, restrictions, or limitations that are associated with each missing airframe and engine part;

19.3.3   Any placard(s) required by the CDL describing associated limitations, which must be affixed in the cockpit in clear view of the pilot in command (PIC) and other appropriate crewmembers.

19.4   Operational Control

The Authority must ensure that the operator has developed appropriate procedures for the PIC and, if appropriate, procedures for notifying Dispatch of the CDL missing parts by an appropriate notation in the aircraft technical logbook or other acceptable means.

NIGERIAN CIVIL AVIATION AUTHORITY
AVIATION HOUSE
P. M. B. 21029, 21038, Ikeja, Lagos, Nigeria

CL: O-OPS 008 - APPROVAL AND ACCEPTANCE OF MINIMUM EQUIPMENT LISTS (MELs) AND CONFIGURATION DEVIATION LISTS (CDLs) CHECKLIST

Instructions for Use:
1. Check `S' column if you reviewed the record, procedure or event and it is `**Satisfactory'**.
2. Check `U' column if you reviewed the record, procedure or event and it is `**Unsatisfactory'**.
3. Check **NS** (**not seen**) column if you did not review the record, procedure or event or you do not have adequate information to make a valid comment.
4. Check **NA** (**not applicable**) column, if the line item is not required in this particular situation.
5. 'Enter any notes on reverse side regarding a 'U' answer for transfer to the Safety Issues Resolution Report.
6. For later reference, precede any notes with the appropriate question number.

Order/CL No.	Inspector FOPS	Inspector AW	Date received
Date Approved	Operator/Applicant	Operator representative	Date issued to operator

Item	Assessment			
This Activity must be coordinated between the AWI and FOI before granting approval or authorization by signing here : AWI_____FOI_____				
OVERALL MANUAL PRESENTATION	**S**	**U**	**N/S**	**N/A**
1 Bound in a secure form (not loose)?				
2 Exterior of binder clearly indicates manual content?				
3 Table of contents?				
4 Tabbed by ATA chapter?				
5 Revision Instructions adequate?				
6 List of effective pages provided and correct?				
7 Last applicable MMEL revision identified and latest?				
8 Preamble and instructions for use adequate?				
INDIVIDUAL PAGE PRESENTATION	**S**	**U**	**N/S**	**N/A**
9 Page numbered?				
10 Last revision number/date?				
11 ATA chapter identified?				
INDIVIDUAL ITEM PRESENTATION AND CONTENT	**S**	**U**	**N/S**	**N/A**
12 Proper MMEL-MEL number comparison?				
13 Proper item title?				
14 No item relief other than that shown in MMEL is allowed?				
15 Aircraft for which item is applicable identified by R/N or S/N?				
16 Number of item installed correct?				
17 Aircraft with non-standard installation identified by R/N or S/N?				
18 Correct repair interval listed?				
19 Number required for dispatch conforms to MMEL?				
20 Placarding symbols provided in accordance with MMEL?				
21 (O) & (M) symbols provided in accordance with MMEL?				
22 Remarks correctly aligned with applicable "required" numbers?				
23 Wording of MEL remarks not less restrictive than MMEL (special attention to				

		S	U	N/S	N/A
	use of "or" & "and"?				
24	Configuration (# installed/required) allowed is in accordance with all applicable regulations?				
25	All references to applicable regulations converted to remarks format and aligned with "required" number?				
26	All references to "by AFM" converted to remarks format?				
27	Adherence (#installed/required) to all special restrictions applicable to operations authorized for air operator included?				
28	All references to operations not authorized to air operator deleted?				
INDIVIDUAL (O) AND (M) PROCEDURES		**S**	**U**	**N/S**	**N/A**
29	There is an ops procedure for every MMEL (O) reference?				
30	There is a maintenance procedure for every MMEL (M) reference?				
31	Procedures provided in accordance with manufacturers MEL dispatch guide conform to the source references?				
32	Maintenance procedures taken from sources other than the manufacturer's dispatch guide are technically correct, meet all remarks and have the source cited?				
33	Operations procedures taken from sources other than the manufacturers MEL dispatch guide are technically correct, not a normal operating procedure and meet all remarks?				
34	No normal operating procedures are provided?				
35	All procedures apply to the "dispatch" of aircraft?				
CDL EVALUATION		**S**	**U**	**N/S**	**N/A**
36	CDL properly tabbed in rear of MEL?				
37	CDL contents clearly identified?				
38	CDL items in accordance with current manufacturers guidance?				

Order/CL No:		Tracking No.:

Discrepancy Label: *(Circle the applicable numeric labels that best describe the discrepancies)*

Policy, Procedures, Instructions, Information, Documentation, Controls:				Document Quality
1.Not Specified	**2.**Unclear	Do not comply with:		**7.**Do not Identify: Who, What, When, Where, How	**8.**Unreadable
3.Incomplete	**4.**Inconsistent	**5.**NCAR	**6.**Guidance		**9.**Illegible

10. Resource requirements incomplete (personnel, facilities, equipment, technical data)

1	2	3	4	5	6	7	8	9	10

Comments:

Recommendations

Name of Inspector_____ Signature_____ Date_____

CHAPTER 5

Ramp Inspections

1.0   PURPOSE

The primary objective of a ramp inspection is to provide inspectors with the opportunity to evaluate an aircraft while the crewmembers and aircraft are on the ground. A ramp inspection is an effective method for evaluating an operator's ability to prepare both the aircraft and crew for a flight to be conducted. Also, when a ramp inspection is conducted after the completion of a flight, it is an effective method for determining whether the aircraft and crew were adequately prepared for the flight, as well as for evaluating the operator's post-flight and/or turnaround procedures and crewmember and ground personnel compliance with these procedures. Ramp inspections allow inspectors to observe and evaluate the routine methods and procedures used by an operator's personnel during the period immediately before or after a flight, to determine compliance with regulations and safe operating practices.

2.0   REFERENCE

2.1   Regulation 9.1.1.10 of the Nigeria Civil Aviation Regulationg.

2.2   Regulations 8.2.1.8, 8.5.1.11 and 8.5.1.14 of the Nigeria Civil Aviation Regulationg.

2.3   Ramp inspection Checklist CL: O-5 K G$$%5

3.0   GUIDANCE AND PROCEDURES

3.1   General

3.1.1   This Chapter provides guidance for sampling the quality of maintenance and the degree of compliance with the operators' procedures on in-service aircraft

3.1.2   Inspector Training. It is important that Aviation Safety Inspectors become familiar with the type of aircraft to be inspected before performing the inspection. This can be accomplished by on-the-job training

3.1.3   Generally many aircraft have less than one hour ground time. To ensure that the inspection is performed adequately, the Authority recommends that two inspectors perform this task in exterior and interior phases

3.1.4   Airworthiness and Flight Operations inspectors possess various degrees and types of expertise and experience. An Inspector who needs additional information or guidance on a given subject

should coordinate with personnel experienced in that particular specialty.

3.1.5   Proper use of identification credentials, checkpoint procedures, and resolution of misunderstandings with airlines, airports and other government agencies are crucial for the creation of an environment where Inspectors can conduct effective inspections and surveillance.

3.2   Initiation and Planning

The ramp inspection provides the Airworthiness and Operations Inspector with an opportunity to ensure that the compliance dates and requirements of new Airworthiness Directives (AD) and regulatory revisions have been met. ADs, Service Difficulty Report Summaries and Maintenance/Airworthiness Bulletins, should be reviewed, when available

3.3   Maintenance Records.

3.3.1   Regulations require maintenance to be recorded whenever it is performed prior to an approval for return to service. These recording requirements should be met, including the specific instructions on when an airworthiness release or appropriate maintenance log entry is required.

3.3.2   Air Operators Certificate (AOC) holders must either correct or defer all mechanical discrepancies entered in the maintenance log using the methods identified in their maintenance control manual. Some AOC's may include these procedures in a separate maintenance control manual.

3.3.3   Owners of aircraft not used for commercial purposes must have an inspection program or a continuous maintenance program acceptable to the Authority.

3.3.4   The Minimum Equipment List (MEL) has certain procedures and conditions that AOC holders and non-Commercial operators must meet prior to deferring the item(s).

3.3.5   These procedures are identified by O," M," and O/M" and are normally contained in the operators Authority approved MEL. Sometimes the MEL references these procedures to another document.

3.3.6   When reviewing the records for MEL compliance, the Aviation Safety Inspector must determine what procedures are required for deferral and ensure that these procedures are accomplished.

3.3.7   The ASI must ensure that all applicable repetitive MEL procedures are accomplished for those items that are deferred and are continuing to be deferred through the station. These repetitive maintenance procedures must be signed off in the maintenance log as evidence that the procedures were accomplished

3.4   Deferred Maintenance.

Minimum Equipment List—Deferred Maintenance. The operator's Authority approved MEL allows the operator to continue a flight or series of flights with certain inoperative equipment. The continued operation must meet the requirements of the MEL deferral classification and the requirements for the equipment loss.

3.5   Other Deferred Maintenance

3.5.1   Operators frequently use a system to monitor items that have been inspected and found within serviceable limits. These items are still airworthy, yet warrant repair at a later time or when items no longer meet serviceable limits. This method of deferral may require repetitive inspections to ensure continuing airworthiness of the items. Examples of items that are commonly deferred in this manner are fuel leak classifications, dent limitations, and temporary (airworthy) repairs. Not all non commercial programs have this capability.

3.5.2   Passenger convenience item (not safety/airworthiness related) deferrals should be handled In Accordance With the operator's program.

3.5.3   Prompt Repairs. The maintenance program approved for an operator must provide for prompt and Chapterly repairs of inoperative items, this is commonly referred to as a MEL management program.

3.6   Cabin Inspection.

3.6.1   This inspection should be conducted immediately, when possible, without disturbing the loading and unloading of passengers. The inspection can be performed when some passengers are onboard during through-flights, but Inspector must exercise good judgment by inspecting areas away from the passengers.

3.6.2   Bring any discrepancy to the attention of the flight crew member or appropriate maintenance personnel immediately.

3.7   Cargo/Passenger Combination Configured Aircraft

3.7.1   Structural Damage. Inspection results have disclosed instances of significant aircraft structural damage resulting from careless loading of cargo, such as:
   a)   Torn or punctured liners, indicating hidden damage to circumferential tringers, fuselage skin, and bulkheads
   b)   Damaged rollers, ball mats, etc., causing significant structural damage to the floors
   c)   Corrosion and structural damage caused by improper handling of some hazardous materials

3.7.2   Cargo Containers, Pallets, and Netting. As part of their normal surveillance, Inspectors should ensure that adequate procedures are in place in the operator's manual to ensure that cargo restraint equipment conform to proper standards and are in condition to perform their intended function.

3.7.3   If maintenance is required on any of the type certificate (TC) or supplemental type certificate cargo containers or restraint devices, must be accomplished in accordance with appropriate regulations.

3.8   Ramp Inspection Areas

3.8.1   There are five general inspection areas that can be observed and evaluated during ramp inspections. These inspection areas are as follows:
a)   Crewmember
b)   Line station operations
c)   Aircraft
d)   Servicing and maintenance
e)   Ramp and gate condition and activity

3.8.2   The crewmember" inspection area refers to the evaluation of crewmember preparation for flight and compliance with post flight procedures. This area includes evaluations of crewmember manuals and any required flight equipment, flight crew member duty time, flight crew member licenses and medical certificates, crewmember disposition of trip paperwork, and other items that relate to crewmember responsibilities.

3.8.3   The line station operations" inspection area refers to the various methods and procedures used by the operator to support the flight, such as distribution of dispatch, flight release, and flight locating paperwork; distribution of weather reports, Pilot Report (PIREPs) and other flight planning material; passenger handling; boarding procedures; an carry-on baggage screening.

3.8.4   The aircraft" inspection area refers to the aircraft's general airworthiness, logbook entries, MEL compliance, carryovers, and required items of emergency and cabin safety equipment.

3.8.5   The servicing and maintenance" inspection area applies to any ongoing maintenance and servicing, such as fuelling, de-icing, or catering. This area is usually evaluated in detail by airworthiness inspectors when performing their ramp inspections. Operations inspectors should, however, observe this area and comment on obvious deficiencies for airworthiness inspector follow-up.

3.8.6   The ramp and gate condition and activity" inspection area refers to taxi and marshalling operations, ramp or parking area surfaces, any apparent contamination or debris, vehicle operations, and the condition and use of support equipment.

4.0   RAMP INSPECTION PRACTICES AND PROCEDURES.

4.1   Ramp inspections may be conducted before a particular flight, at en route stops, or at the termination of a flight. A ramp inspection may be conducted any time an aircraft is at a gate or a fixed ramp location, provided the inspection is conducted when the crew and ground personnel are performing the necessary preparations for a flight or when they are performing post flight tasks and procedures.

4.2   The operator does not have to be given advance notice that a ramp inspection is going to be conducted. Inspectors must, however, conduct inspections in a manner that does not unnecessarily delay crewmembers and/or ground personnel in the performance of their duties. The following areas of conduct should be observed by inspectors during ramp inspection activities:

4.2.1   Inspectors should not interrupt crew or ground personnel when they are performing a particular

phase of their duties.

4.2.2 When inspection activities require inspectors to interact directly with the crew or ground personnel, the activities should be timed to be accomplished when the crew or ground personnel are waiting to begin another phase of their duties or after they have completed one phase of their duties and before they begin another phase.

4.2.3 Inspection activities must be timed so that they do not delay or interfere with passenger enplaning or deplaning.

4.2.4 Inspection activities should not adversely impede aircraft servicing or catering.

4.2.5 Because of the wide range of inspection areas involved, ramp inspections are usually limited in scope. There are many preparatory or post flight actions that occur simultaneously and one inspector cannot physically observe all of these actions for a particular flight. As a result, the inspector should vary the areas of emphasis for an inspection. For example, on one ramp inspection the inspector may decide to observe and evaluate the Pilot In Command (PIC) accomplishing flight planning and the operator's methods for providing the flight crew member with appropriate flight planning support. On another ramp inspection, the inspector may decide to observe the First Officer (FO) accomplish the aircraft exterior pre-flight and then evaluate the aircraft's interior equipment and furnishings. As an example of a ramp inspection conducted at the termination of a flight, the inspector may decide to inspect the aircraft's interior equipment, furnishings, and aircraft logbooks, and then evaluate the trip paperwork turned in by the crew. In this example, the inspector may not have an opportunity to interact directly with the crew; therefore, the —crewmember" inspection area would not be accomplished. Inspectors should vary both the sequence and the emphasis of the inspection areas during a ramp inspection. Inspectors should describe in their reports how the inspection was limited in scope.

4.2.6 Inspectors should use the Ramp Inspection Checklist when conducting ramp inspections. This checklist contains a listing of items (reminders") that should be observed and evaluated by the inspector during the inspection. There may be items evaluated during a ramp inspection that are not listed on the checklist. In such cases, the findings should be noted in the inspector's comments.

5.0 SPECIFIC RAMP INSPECTION PRACTICES AND PROCEDURES.

5.1 **Crew member Inspection Area**: When an inspector makes direct contact with a crewmember, the inspector should provide an official but courteous introduction, offer appropriate identification for the crewmember to inspect, and inform the crewmember that a ramp inspection is being conducted. If the direct contact is with a flight crewmember, the inspector should request to see the crewmember's licences and medical certificates. The inspector should review the certificates to see that they meet the appropriate requirements for both the duty position and for the aircraft for the flight to be conducted or that was just terminated. When the direct contact is with flight crewmembers or cabin crew, the inspector should also request to examine the crewmember's professional equipment. Crewmember professional equipment includes any equipment that crewmembers are required to have according to regulation or operator

policies, either on their person or that which will be available during the flight. Examples of professional equipment include aeronautical charts, appropriate operator manuals, and operable flashlights. Inspectors should determine whether the charts and manuals carried by crewmembers are current. The following is a list of other items and activities that, depending on the scope of the ramp inspection, should be observed and evaluated:

5.1.1   Flight crew flight-planning activities, such as review of weather, flight plans, anticipated takeoff weight and performance data, flight control requirements (dispatch, flight release, flight-locating, ATC flight plans)

5.1.2   Flight crew aircraft pre-flight activities, such as exterior walk around, logbook reviews, and cockpit setup procedures, including stowage of flight crew baggage and professional equipment

5.1.3   Flight attendant inspection of cabin emergency equipment and cabin setup procedures, including stowage of flight attendant baggage and professional equipment

5.1.4   Flight crew and flight attendant post flight logbook entries and proper use of MELs and placards

5.1.5   Completed trip paperwork and the appropriate disposition of such paperwork

5.2   Line Station Operations Area: This area of a ramp inspection usually involves a facility (or designated area of a facility) including related ground personnel, and is commonly referred to as line station operations." Line station operations include a designated location where crewmembers go to review and pick up required flight paperwork or to deposit flight reports, to send or receive communications with the operator's flight control system, and to join up with other crewmembers assigned to the flight. Line station operations also include gates and ramp areas where passengers and cargo are embarking and disembarking. The following is a list of items and activities that, depending on the scope of the inspection, should be observed and evaluated in this inspection area:

5.2.1   Preflight and post flight trip paperwork, such as load manifests, flight plans, weather reports and forecasts, NOTAMs, dispatch or flight release messages and operator bulletins

5.2.2   Methods used by the operator to comply with MEL and CDL requirements, particularly the preflight information provided to the crew;

5.2.3   Adequacy of facility with respect to crewmember and ground personnel use for completing pre-flight and post flight responsibilities, including work areas and administrative support (such as forms, charts, and copy machines when required by company procedures);

5.2.4   Usability and currency of operator manuals and aircraft performance information maintained at the line station operations area for crew and ground personnel use;

5.2.5   Company communication capabilities and procedures;

5.2.6   Passenger embarking and disembarking including public protection procedures and carry-on

baggage screening;

5.3.7   Cargo and baggage loading and stowage procedures and unloading procedures.

5.3   **Aircraft Inspection Area:** Ramp inspections must include at least an examination of the aircraft's registration, airworthiness certificate, and maintenance logbook. Inspectors should plan their ramp inspection activities so that any inspection of the aircraft's interior equipment and furnishings would be conducted either before passengers are embarking or after they have disembarked. The following is a list of items that should be observed in this inspection area:

5.3.1   Aircraft registration and airworthiness certificates;

5.3.2   Aircraft and cabin log books (or equivalent) (open discrepancies, deferred items, and cabin equipment items needing repair or replacement)

5.3.3   Appropriate placarding

5.3.4   Fire extinguishers (correct types, numbers and locations; properly serviced, safe tied, tagged, and stowed)

5.3.5   Portable oxygen bottles (correct numbers and locations; properly serviced, tagged, and stowed; condition of mask, tubing, and connectors)

5.3.6   Protective breathing equipment (properly located, stowed, and sealed)

5.3.7   First aid kits and emergency medical kits (correct numbers and locations; properly sealed, tagged, and stowed)

5.3.8   Megaphones (correct numbers and locations; in operable condition, and properly stowed)

5.3.9   Crash axe (properly located and stowed)

5.3.10   Passenger briefing cards (one at each seat position; appropriate to aircraft; required information including emergency exit operation, slides, oxygen use, seatbelt use, brace positions, flotation devices; appropriate pictorials for extended over water operations, including ditching exits, life vest, and life or slide raft in-flight location)

5.3.11   Passenger seats (not blocking emergency exits; TSO label on flotation cushions; cushion intact; latching mechanism on tray tables; armrests have self-contained and removable ashtrays; seatbelts properly installed, operational, and not frayed or twisted)

5.3.12   Passenger oxygen service units (closed and latched with no extended red service indicators or pins)

5.3.13   Cabin Crew stations (operable seat retraction and restraint systems; properly secured; harnesses not frayed or twisted; seat cushions intact; headrests in correct position; PA system and interphone)

5.3.14 Galleys (latching mechanisms - primary and secondary; tie-downs; condition of restraints; padding; proper fit of cover and lining of trash receptacles; hot liquid restraint systems; accessibility and identification of circuit breakers and water shut-off valves; non-skid floor; girt bar corroded or blocked by debris; clean stationary cart tie-downs (mushrooms); galley carts in good condition and properly stowed; lower lobe galley emergency cabin floor exits passable and not blocked by carpeting, if applicable)

5.3.15 Galley personnel lift, if applicable (no movement up or down with doors open; safety interlock system; proper operation of activation switches)

5.3.16 Lavatories (smoke alarms; no-smoking placards; ashtrays; proper fit of cover and lining of trash receptacles; automatic fire extinguisher systems)

5.3.17 Stowage compartments (weight restriction placards; restraints and latching mechanisms; compliance with stowage requirements; accessibility to emergency equipment; carry-on baggage provisions)

5.3.18 Required placards and signs   (seatbelt, flotation equipment placards at seats; emergency/ safety equipment placards; weight restriction placards; no-smoking/seatbelt signs; no-smoking placards; exit signs and placards, including door opening instructions)

5.3.19 Emergency lighting system (operation independent of main system; floor proximity escape path system; controllability from cockpit)

5.3.20 Exits (general condition; door seals; girt bars and brackets; handle mechanisms; signs; placards; slide or slide raft connections and pressure indications; lights and switches)

5.3.21 Main landing gear viewing ports, if applicable (cleanliness and usability)

5.4 **Servicing and Maintenance Inspection Area: The** servicing and maintenance of the aircraft may be observed at any time during the ramp inspection. The following is a list of some areas that may be observed and evaluated in this inspection area:

5.4.1 Fuelling procedures (ground wires in place; fuel slip properly completed; fueller trained in the operator's specific procedures)

5.4.2 Routine maintenance (qualifications of mechanics, repairmen or service agents; appropriate logbook entries)

5.4.3 De-icing procedures   (compliance with company procedures; proper glycol/water ratios and temperatures; avoidance of engine/APU inlets; removal of all snow and ice; trailing and leading edges free of snow and ice and covered completely with de-icing fluid)

5.4.4 Correct procedures used by service contractors (caterers; cleaners; lavatory and water servicing personnel; correct use of switches and controls)

5.4.5   Vehicle operation near aircraft (general condition and proper servicing of vehicles and equipment)

5.5   **Ramp and Gate Condition and Activity Inspection Area:** During ramp inspections, inspectors should observe and evaluate the ramp and gate surface condition as well as any support activities being conducted during an inspection. Inspectors should observe vehicular operations on the ramp and around gate areas and other aircraft operations during marshalling, taxiing, or towing operations. Inspectors should report any condition that appears to be unsafe or could potentially be unsafe. The following is a list of some items that should be observed and evaluated in this inspection area:

5.5.1   Ramp, apron, and taxiway surfaces (general condition; cracks; holes; uneven surfaces)

5.5.2   Contamination debris (FOD; fuel, oil, or hydraulic spills; snow and ice accumulations; taxi lines; gate markings; signs; signals)

5.5.3   Construction (appropriate barriers; signs; markings; flags)

5.5.4   Vehicular operations (conducted safely around aircraft and gate areas by qualified personnel)

5.6   Performing the Ramp Inspection

5.6.1   This inspection must be accomplished without interfering with the turnaround of the aircraft. The following list includes some of the activities that could cause a delay in the turnaround time if interfered with:
a)   Embarking and disembarking of passengers
b)   Servicing
c)   Fueling
d)   Maintenance
e)   Baggage handling
f)   Any other operator activity

5.6.2   The Inspector must immediately bring any discrepancies noted to the attention of appropriate personnel, to allow the operator the opportunity to take corrective action (technical logbook entry).. The Inspector must verify that all corrective actions taken were in accordance with the requirements of the operator's maintenance control manual.

6.0   RAMP INSPECTION GUIDE

6.1   General
The following general guidelines are used for performing interior and exterior inspections. These guidelines are to be utilized when time permits and must be adapted to the type aircraft being inspected. This requires a basic knowledge and familiarity of the type operation being inspected. These guidelines are not intended to be tasks unto themselves, but should be used as additional guidance while performing ramp inspections.

6.2   Interior Inspection Guidelines

6.2.1   Examine airworthiness and registration certificates. Ensure the following:
   a)   Airworthiness and registration certificates are current and valid
   b)   Both certificates contain the same model, serial, and registration numbers
   c)   Signatures are in permanent-type ink
   d)   The insurance certificate is current
   e)   The radio station license is current
   f)   The certificate of release to service is current
   g)   The AOC certificate is available and current (where applicable)

6.3   Flight deck inspection. Inspect the following:

6.3.1   Instrument security and range markings

6.3.2   Windows (delamination, scratches, crazing, and general visibility)

6.3.3   Emergency equipment

6.3.4   Medical kit (if located on flight-deck)

6.3.5   Seats, seat belts and shoulder harnesses (Technical Standard Chapter marking, metal to metal latching, and general condition)

6.3.6   Appropriate placarding

6.3.7   Cockpit door operation and condition

6.4   Inspect cabin to include the following:

6.4.1   Lavatory. Ensure the following:
   a)   Trash containers fire extinguisher system is installed, not discharged or expired.
   b)   Smoke detection system is installed and functioning
   c)   Trash containers are sealed according to applicable Airworthiness   Directive(s)
   d)   "No Smoking" placards are posted
   e)   Ashtrays are available outside the lavatory (where applicable)

6.4.2   Cabin Crew seats.
   a)   Pull the seat down to ensure seat retracts (those in path of exits)
   b)   Inspect seat belts for Technical Standard Chapter marking, metal to metal latching and general condition

6.4.3   Cabin emergency equipment. All equipment requiring periodic inspections should have an inspection date marked on it. Inspect the following:
   a)   Cabin Crew flashlight and flashlight holder

b) Slide containers to ensure containers are properly marked for content. Check pressure of slide inflation bottle, if visible.

c) Medical kit (if not checked on flight deck)

d) First aid kit

e) Emergency oxygen (proper pressure and security)

f) Megaphone(s) (security and general condition)

g) Fire extinguishers (security, pressure, and seal)

h) Life raft storage markings (if raft is required)

i) Emergency briefing cards (random sample)

j) General condition of emergency floor path lighting system

k) Placement of all Emergency Exit" signs

l) Presence and legibility of Emergency Exit" operation instructions

m) Placarding for location of all emergency equipment

n) Life preservers (vests)

6.4.4 Passenger seats. Ensure the following:

a) Seats adjacent to emergency exits do not block exit path

b) Seats are secure in seat track (random sample)

c) Seat break over pressure is appropriate

d) Fasten Seat Belt During Flight" lights and placards are in view from all seats

e) Seat spacing is adequate and no seat reclines into an emergency exit

f) Seat belts have metal-to-metal latches and are in good general condition   (random sample)

6.4.5 Galleys/service centers. Inspect the following:

a) Trash bin lids for fit

b) Storage compartment restraints

c) Stationary cart tie-downs

d) Lower galley equipment/restraints

e) Lift operation

f) Galley supply stowage

6.4.6 Overhead baggage compartments. Check for weight restriction placards and the doors for proper latching, where applicable.

6.5 Inspect cargo compartment.

6.5.1 Ensure the following:

a) Cargo compartment fire protection is appropriate for its classification, where applicable

b) Cargo liners is free from tears and/or punctures. If these are noted, inspect structure behind liner for damage, e.g., stringers, circumferential structure, etc. Ensure sealing tape is proper type and in good condition.

c) Cargo door is free of fluid leaks and structural damage

d) Fuselage door structure, sill and seal are free of damage

e) Smoke detectors are in satisfactory condition

    f)   Lighting is operable and protective grills are installed

    g)   Cargo flooring is free from structural or other damage

    h)   Pallet positions/compartments are placarded for position identification and   weight limitations

6.5.2   Inspect pallet system, if applicable. Ensure the following:

    a)   Ball mats are serviceable, e.g., no broken or missing balls

    b)   Forward, aft, and side restraints are serviceable

    c)   Roller assemblies are secure and have no missing or broken rollers

6.5.3   Ensure the 9G forward restraint net is serviceable, as applicable

6.5.4   Ensure that cargo restraints for bulk loaded cargo are adequate, if applicable

6.5.5   Inspect cabin mounted equipment

6.5.6   Inspect fire extinguishers for inspection due dates and pressure

6.5.7   Inspect load manifest for Hazardous Material. If present, determine crew knowledge of the following:
    a)   Location and labeling of hazardous materials
    b)   Special requirements, as required
    c)   If proper paperwork is on board

6.5.8   Ensure captain is aware of the following responsibilities:
    a)   Inspection of cargo to ensure proper load distribution
    b)   Ensuring loads do not exceed compartment or position limits
    c)   Ensuring loads are being properly restrained

6.6   **Exterior Inspection Guidelines**

6.6.1   Accompany a flight crewmember during the exterior inspection, if possible, and inspect the following, as applicable:

    a)   **Landing gear and wheel well areas. Check for the following:**
      (i)   Any indication of wear, chafing lines, chafing wires, cracks, dents, or other damage
      (ii)   Structural integrity of gear and doors (cracks, dents, or other damage)
      (iii)   Hydraulic leaks (gear struts, actuators, steering valves, etc.)
      (iv)   Tyre condition
      (v)   Tyre pressure (if pressure indicators are installed)
      (vi)   Wheel installation and safety locking devices
      (vii)   Wear, line security, leaks, and installation of brakes
      (viii)   Corrosion

    b)   **Fuselage and pylons structure. Inspect the following:**

(i)   Structure for cracks, corrosion, dents, or other damage

(ii)   Fasteners (loose, improper, missing)

(iii)   Condition of radome

(iv)   Condition of pitot tubes

(v)   Static ports (cleanliness and obstructions) and surrounding area

(vi)   Stall warning devices and other sensors

(vii)   Antennas (security and indications of corrosion)

(viii)   Stains or other indications of leaks

(ix)   Lavatory servicing areas (evidence of fresh blue water streaks)

(x)   Cargo compartments for integrity of fire-protective liners (no holes or unapproved tape used for repairs)

(xi)   Emergency exit identification/markings

(xii)   Registration marking (legibility)

(xiii)   All lights (general condition, broken lenses, etc.)

c)   Wings and pylons. Inspect the following:

(i)   Structure for cracks, corrosion, dents, or other damage

(ii)   Leading edge (dents and/or damage in line with engine inlets)

(iii)   Leading edge devices (when open, actuator leaks, general condition of lines, wires, and plumbing)

(iv)   Evidence of fuel leaks (operator must prove leak is within established limits)

(v)   All lights (general condition, broken lenses, etc.)

(vi)   Flaps (cracks, corrosion, dents, and delamination)

(vii)   Flap wells (general condition of lines, wires, and plumbing)

(viii)   Static wicks (number missing)

(ix)   Ailerons and aileron tabs (cracks, corrosion, dents, delamination)

(x)   Missing, loose, or improperly secured access door/inspection panels and blow out panels

d)   Engines. Inspect the following:

(i)   Intake for fan blade damage and oil leaks

(ii)   Ring cowl for missing or loose fasteners

(iii)   Cowling doors for security and proper fit

(iv)   Lower cowling for evidence of fluid leaks

(v)   Exhaust for turbine and tailpipe damage and evidence of fluids

(vi)   Reverser doors for stowage and security, and evidence of leaks

(vii)   Access doors for security

e)   Propellers. Inspect the following:

(i)   Leading edge of propeller for cracks, dents, and other damage

(ii)   De-icer boots for signs of deterioration and security

(iii)   Spinners for security, cracks, and evidence of fluid leaks

f)   Empennage. Inspect the following:

(i)   Leading edge for dents

(ii)   All lights (general condition, broken lenses, etc.)

(iii)   Missing static wicks

(iv)   Elevator, rudder, and tabs (cracks, corrosion, dents, and delamination)

(v)   Evidence of elevator and rudder power unit hydraulic leaks

g)   Ground safety. Inspect the following:

(i)   Positioning of support vehicles

(ii)   Fuelling of aircraft to include the following:

    (aa)   Refuelling pressure

    (bb)   Condition of refuelling unit (leaks, filter change dates, exhaust system, etc.) Grounding

    (cc)   Fire protection

    (dd)   General fueling procedures

h)   General condition of ramp to include the following:

(i)   Provisions for grounding

(ii)   Foreign objects on ramp

(iii)   Fuel spills

(iv)   General housekeeping/cleanliness

(v)   Passenger control

(vi)   Fire protection

i)   Baggage. Observe loading and unloading of baggage compartments to include the following:

(i)   Baggage restraining system

(ii)   Load distribution

CHAPTER 6

Foreign Air Carriers Operating to Nigeria - Ramp Inspections

1.0   GENERAL

1.1   Flight Standards Group

1.1.1   General

Pursuant to Article [number] of the Civil Aviation Law, the Minister is responsible for the regulation and supervision of all aeronautical matters within Nigeria. Pursuant to Part 10 of the Nigerian Civil Aviation Regulations (Nig. CARs)], the NCAA has determined that all foreign aircraft operated in air transport operations within Nigeria shall be operated and maintained in accordance with ICAO Standards, as well as the terms of an Air Operator Certificate (AOC) and associated Operations Specifications issued by the State of the Operator. The Director General shall issue a formal validation of the air operator certificate, which may include additional authorizations, conditions and limitations which are intended to address unique and special requirements associated with the airspace of the State where the operations will occur. Such approvals, conditions and limitations should not conflict with the AOC and the associated operations specifications issued by the State of the Operator. The discharge of this responsibility has been delegated to the Director of operations and training.

1.1.2   Responsibilities

The Flight Standards Group is responsible for:

(1)   Promulgating functional direction for the regulation of foreign air operators operating in and out of Nigeria;

(2)   Issuance of the validation of air operator certificate, establishment of foreign air operator surveillance programme and subsequently implementation of the programme;

(3)   Communicating with foreign civil aviation authorities, and related coordinating and liaising with appropriate Nigerian government departments and agencies;

(4)   Participating in working groups, seminars, conferences, on matters relating to international air services and the regulation thereof; and

(5)   Providing assistance, when requested, to foreign civil aviation authorities (CAAs).

1.2   Application of the Manual

1.2.1   Definitions

For the purposes of this manual:

"NCAA" identifies Civil Aviation Authority of Nigeria; and

"NCAA inspector" identifies, as applicable, an operations inspector, a cabin safety inspector or an airworthiness inspector.

1.2.2   Procedures

The procedures herein shall apply to the operation of any civil aircraft for the purpose of commercial air transport operations by any air operator who's Air Operator Certificate is

issued and controlled by a civil aviation authority other than the Nigerian Civil Aviation Authority. Adherence to the guidance herein provided will enable NCAA personnel to perform foreign air operator validation and surveillance in a uniform manner.

1.2.3 Guidance

The guidance herein provided applies to all foreign commercial air operators falling within the scope of Part 10 of the Nigerian Civil Aviation Regulations. Because of the broad scope of foreign air operations and the many variables involved, it is impossible to provide detailed procedures and guidance for all requirements. Therefore, NCAA inspectors must have a sound knowledge of their inspection responsibilities and exercise sound judgement in applying the policy, procedures and guidance found in this manual.

1.3 Preparation and Distribution of the Manual

This manual is an official NCAA document, available to the public upon request.

1.4 Manual Revisions

Suggestions and comments for amendment of the Manual should be sent to the Director General.

1.5 General Considerations

1.5.1 Nigerian Civil Aviation Regulations

Pursuant to the authority of Part 10 of the Nig. CARs, a foreign air operator shall not operate an aircraft in commercial air transport operations in Nigeria contrary to the requirements of:

(1)   Part 10;

(2)   Applicable paragraphs of Parts Nig. CARs;

(3)   The Validation of Air Operator Certificate; and

(4)   The rules of the State of Registry and the State of the Operator of the aircraft that give effect to the Standards and Recommended Practices contained in Annex 6, Part I and Part III, Section II, and in Annex 8 to the Chicago Convention.

1.5.2 Requirements

To recommend the issuance of a validation of air operator certificate, NCAA inspectors shall ensure that:

(1) The foreign air operator has been issued an Air Operator Certificate (AOC) and associated operations specifications by the State of the Operator in accordance with pertinent national regulations,

(2) The AOC authorizes the air operator to conduct operations to Nigeria as requested by the foreign air operator; and,

(3) Determination that the State of the Operator is capable to carry out safety oversight of the foreign air operator.

1.5.3 **Nigerian Air Services Agreement Requirements**

1.5.3.1 All foreign air operators wishing to operate an air service within Nigeria or into and out of Nigeria, must obtain an Air Services Agreement from the NCAA. This requirement is entirely separate from the process of obtaining a validation of air operator certificate.

1.5.3.2 The Air Service Agreement may contain a safety clause addressing safety requirements that each party to an agreement would need to maintain and helps to ensure that aircraft using airspace and airports in another State are operated and maintained in accordance with ICAO Standards. Ongoing dialogue, as well as surveillance of air operations, would be required to maintain the validity of such an agreement.

Note: *DOC 8335, Manual of Procedures for Operations Inspections, Certification and Continued Surveillance outlines the text of a model clause in Attachment VI-A.*

1.5.3.3 Nigeria may authorize flights not contained in the Air Services Agreement on a case by case basis. Such flights would be of short duration for special events, for emergency purposes, etc., and a validation of the AOC in accordance with the procedures of this manual may or may not be required depending on the circumstances. Nevertheless, the NCAA will determine that such operations can be conducted in a safe manner.

2.0 **Validation Air Operator Certificate**

2.1 **General**

2.1.1 Pursuant to Part 10.1.1.5 of the Nig. CARs all foreign air operators conducting air transport operations in Nigeria shall do so under the terms and conditions of an AOC and associated Operations Specifications issued by the State of the Operator, and Validation of AOC with additional authorizations, conditions and limitations as applicable, issued by DG NCAA..

2.1.2 Pursuant to Article 11 of the ICAO Convention, each member state recognizes the other contracting States' right to regulate aircraft that operate in their airspace. Consequently, the foreign air operator must comply, where applicable, with the Nigerian Civil Aviation Law and the Nig. CARs, when operating within Nigeria's territory.

2.1.3 When evaluating an application by an operator from another State to operate within its territory, the NCAA must examine both the safety oversight capabilities and record of the State of the Operator and, if different, the State of Registry, as well as the operational procedures and practices of the operator.

2.1.4 In the case where bilateral or multilateral agreements have been established, validations should be granted on the basis of such an agreement rather than under this manual. Such agreements should consider the provisions outlined below and should include appropriate safety provisions.

2.1.4 Where no bilateral or multilateral agreement exists, an administrative review of the relevant documentation as detailed below should be performed. Validation should be granted in the absence of any significant negative findings / major deficiencies.

In the case of any significant negative findings / major deficiencies, the document review may be followed by additional measures as described in 2.2.6 prior to issuing a validation.

2.2 **Validation Process**

Note: Appendix C contains a flow chart of the approval process as outlined below

2.2.1 **Documentation Required**

Foreign air operators shall be required to submit the documentation below:

(1)   Air Operator Certificate and associated operations specifications;

(2)   Insurance certificate;

(3)   In case of wet-lease of aircraft, approval of CAA of the State of the Operator, with identification of the operator that exercises operational control on the aircraft; and

(4)   Document authorizing the specific traffic rights, issued by DOT or resulting from a bilateral air transport agreement ,if required, by the NCAA.

2.2.2   **Initial Application**

(1)   Applicants from a contracting State to the Chicago Convention shall make application in accordance with the application contained in Appendix A.

(2)   Application requirements for applicants from a State that is not a contracting State to the Chicago Convention will be determined on a case-by-case basis.

2.2.3   **Amendment to an Existing Validation**

Applicants requesting an amendment to an existing Validation (that is, a change in or addition to service, aircraft type, etc.) will be required to provide the following documentation:

(1)   A copy of the relevant amended CAA authority, as applicable;

(2)   A copy of the relevant CAA authority to operate the aircraft into Nigeria, if amended;

(3)   A completed Nigerian Foreign Operator's Application Form;

(4)   If the aircraft is leased, documentation as outlined in section 2.4below;

(5)   Copies of any additional operations specifications relevant to the application and issued by the State of the Operator; and

(6)   Any other information required by the Director General.

2.2.4   **Review of Documentation**

NCAA personnel shall confirm receipt of all requested documents. Normally, certificates and licences issued or rendered valid by a contracting State to the Chicago Convention will be recognized. This recognition is predicated on the understanding that the requirements under which the certificates and licences were issued or rendered valid are equal to or exceed the minimum standards established by ICAO.

Note: *If there is a concern about the validity of any aspect of the collected documentation and the air operator is unable to provide clarification, this concern is to be conveyed to the CAA of the applicant's State of Registry or State of the Operator as applicable.*

2.2.5   **Evaluation of an Application by a Foreign Operator**

2.2.5.1   When evaluating a new application by a foreign air operator NCAA must examine both the safety oversight capabilities and record of the State of the Operator and, if different, the State of Registry. . This is necessary in order for the NCAA, in the terms of Article 33 to the Convention, to have confidence in the validity of the certificates and licences associated with the operator, its personnel and aircraft, in the operational capabilities of the operator and in the level of oversight applied to the activities of the operator by the State of the Operator.

2.2.5.2   ICAO has developed a *Safety Oversight Audit (SOA) Secure Site* internet website [http://www.icaosoa.ca/soamain] to provide all Contracting States the ability to access safety critical information collected from Contracting States during the Universal Safety Oversight Audit Programme (USOAP) audit. This secure site contains final safety oversight audit reports including the audit findings, recommendations, State's action plan and comments, as well as the comments of the Safety Oversight Audit Section on a State's action plan in addition to all relevant information derived from the *Audit Findings and Differences Database (AFDD)*. The SOA Secure Site is also accessible through the ICAO Flight Safety Information Exchange (FSIX) website [http://www.icao.int/fsix].

2.2.5.3   NCAA may be able to obtain information on an operator from another State by request to the State of the Operator for reports of any inspections that may have been conducted.

2.2.5.4   NCAA may also request access to reports of audits of the operator in question conducted by independent internationally recognized aviation audit organizations and / or by other air operators, such as code-sharing partners. Such non-regulatory audits should be used in conjunction with other information such as a report from the ICAO USOAP or other inspection results to evaluate the application.

2.2.6   Additional Measures

2.2.6.1   Additional measures will be taken by the NCAA if the initial review indicates significant deficiencies in the safety oversight system of the State of the Operator and, if different, the State of Registry or in the safety performance of the air operator.

2.2.6.2   An audit of the standards maintained by an operator from another State, performed by an audit organization, using one of the internationally recognized evaluation systems, may be acceptable as an additional measure. For example, an operator listed on the IATA Operational Safety Audit (IOSA) registry has satisfactorily undergone an IOSA audit in the last 24 months, a result that may be taken into account.

2.2.6.3   NCAA inspectors may also request additional documentation from the air operator that could demonstrate that deficiencies have been rectified.

2.2.6.4   In case of unsatisfactory additional measures to rectify significant negative findings / major deficiencies, the application to operate by the foreign operator shall be denied and a letter forwarded to the State of the Operator and the State of Registry, if different, with a copy to the operator's management with details of the significant findings. An air operator may provide additional supporting documentation or evidence should they have it.

2.3   Reserved

2.4   Leased Aircraft -- Additional Requirements

2.4.1   Aircraft Not Registered in State of Operator

For those aircraft intended to be operated in Nigeria which are not registered by the State of Operator, NCAA requires evidence of conformity with oversight responsibilities of the State of Registry and the State of the Operator for each aircraft so operated.

2.4.2   Dry Lease

2.4.2.1   A dry lease is understood to be the lease of an aircraft where the aircraft is operated under the AOC of the lessee. It is a lease where the aircraft is provided without a crew, operated under the custody and the operational and commercial control of the lessee using the lessee's airline designator code and traffic rights.

2.4.2.2   Where an aircraft is operated under a dry lease arrangement from the State of Registry to another state (the State of the Operator) and the registration is not changed, the applicant shall provide the NCAA with the following information:

a) The aircraft type and serial number;

b) The name and address of the registered owner;

c) State of Registry nationality and registration marks;

d) Certificate of Airworthiness and statement from the registered owner that the aircraft fully complies with the airworthiness requirements of the State of Registry;

e) name, address and signature of the lessee or person responsible for operational control of the aircraft under the lease agreement, including a statement that such individual and the parties to the lease agreement fully understand their respective responsibilities under the applicable regulations;

2.4.2.3 Once satisfied that the lease agreement is a dry lease, a review of the Operations Specifications issued by the State of the Operator shall be carried out to ensure all aspects of the lease have been considered. During the evaluation of the application, the NCAA should ensure that the responsibilities of the State of Registry and State of Operator have been clearly defined.

2.4.3 Wet Lease

2.4.3.1 A wet lease is where the aircraft is provided with a crew. In wet leases the lessor normally exercises operational control of the aircraft. A wet lease situation therefore means that an aircraft will be operated under an AOC issued by the State of the lessor.

2.4.3.2 In the rare event that there is a determination that the lessee will be the operator of a wet leased aircraft under a wet lease agreement, the NCAA must determine whether the lessee can effectively maintain operational control of the aircraft. In such cases, the training and supervision of the flight crew, including how they are to be integrated into the lessee's operations, become critical considerations. If it is apparent that the lessee will not be able to maintain effective operational control under the terms of the agreement, the CAA should not approve the proposed operations with a wet leased aircraft.

2.4.3.3 NCAA shall ensure that the wet lease operation is authorized by the State of the Operator, with identification of the operator who has operational control of the aircraft.

2.4.3.4 Some wet leasing operations, charters or sub-charters, are organized for short terms at very short notice (for example, where an operator wishes to replace an unserviceable aircraft on a particular service and is forced to contract with another operator for that service to be operated). In the case of short term wet lease, charter or sub-charter, the lessor will retain all responsibilities and operational control.

2.4.3.5 Where application is made to operate an aircraft that is wet leased, NCAA shall require:

(1) That the operator from whom the applicant is leasing the aircraft hold a valid AOC (containing the required privileges) prior to the NCAA processing the applicant's request; and

(2) The documentation required by 2.4.2.2.

Note: [State] will examine on a case by case basis whether wet lease operations will be permitted before validation of the air operator certificate is issued.

2.5 Issuance or Amendment to a validation

2.5.1 Pursuant to Part 10.1.1.5 of the Nig. CARs, the Director General,, shall, upon determination that the applicant has met all of the safety and regulatory requirements, issue or amend the validation and the conditions and limitations as applicable.

2.5.2 If the NCAA decides to approve the service, it will issue an appropriate written validation (see Appendix "B") to the operator. This document may include additional authorizations, conditions and limitations for elements not listed in the operator's AOC and its associated

operations specifications but considered necessary for the safe operation within [State] territory.

2.5.3   These authorizations, conditions and limitations, that may be included, are intended to provide more detailed information and may address unique and special requirements associated with the airspace of [State] where the operations will occur. The issue of these authorizations, conditions and limitations is part of the State approval of the operations. Such authorizations, conditions and limitations should not conflict with the AOC and the operations specifications issued by the State of the Operator.

2.6   Inactive Approval Application or Amendment Request

Once the NCAA staff has responded to an initial application for a validation or to a request for an amendment to an existing validation, the following periods will apply:

(1)   If no response from the applicant has been received after a period of 90 days, the NCAA staff will send a reminder to the applicant; and

(2)   If there is no response after 180 days (including the above 90), then the application file will be closed.

Should the applicant reapply, it will be considered a new application.

2.7   Records Management

Two files are used to maintain records associated with the validation of air operator certificate:

(1)   [Nigeria ####] (the suffix numbers are controlled by Central Records): This file is opened by Central Records for material relating to an application, up to the time of approval issuance; and

(2)   [Nigeria ####) (the suffix numbers are controlled by the Director General. This file is opened on the day that the validation is issued and is to contain all material that supports or justifies the granting of a validation. It contains the latest validation issued to the foreign air operator, justification for the validation, and copies of all superseded documents.

3.0   Surveillance of Foreign Air Operators

3.1   Introduction

3.1.1   In order to maintain a Validation of Air Operator Certificate issued by NCAA, operators will be subject to appropriate surveillance. This includes regular ramp checks and documentation reviews. In case any significant negative finding / major deficiency is encountered during this process, NCAA staff shall take appropriate measures, to ensure significant negative findings / major deficiencies are rectified.

3.1.2   While the State of the Operator which issued the AOC has primary responsibility for overseeing the safety of operations of its certificate holders, NCAA undertakes, in accordance with Article 12 to the Convention, to ensure that every aircraft flying over or manoeuvring within its territory shall comply with ICAO and Nigerian requirements.

3.2   Inspectors

3.2.1   All inspectors who conduct inspections of foreign aircraft must be experienced inspectors who understand the difference between ramp inspections conducted on their own operators as part of their certificate management responsibilities and surveillance inspections conducted on aircraft of foreign operators. These inspectors must be specifically trained and authorized to conduct such inspections and possess appropriate credentials identifying them as inspectors employed by NCAA.

3.2.2   Inspections of an aircraft should be conducted by Inspectorate staff already experienced in the inspections of Nigerian national operators. The foreign operator's ramp inspections should be carried out in a similar manner to the ramp inspections of Nigerian operators, with some important differences, as the standards applied to foreign operators are based primarily on international standards and not on national regulations. Inspectors shall be fluent in both spoken and written English language. The classroom training should also be followed by On the Job Training. The inspector's training file shall be annotated to indicate that the required training has been completed and attesting to the inspector's qualifications to conduct surveillance of foreign air operators.

The inspectors shall be trained and knowledgeable in the following:

(a)   ICAO Convention and its Annexes 1, 6 and 8;

(b)   Differences between ICAO standards and national regulations, which may be more detailed or restrictive;

(c)   Diplomacy, including dealing with potential language difficulties and cultural differences;

(d)   Sovereignty of foreign aircraft, which means that the inspector authority is limited to document, communicate and report findings, except as provided below at 3.2.8.

(e)   Observing, recording and reporting procedures during inspections of foreign operators; and

(f)   Surveillance activities which are not linked to the certification process of the operator.

3.2.3   Inspectors should exercise particular tact and diplomacy during contact with representatives of various foreign government agencies they may deal with, as well as with representatives of foreign air operators.

3.2.4   Routine surveillance will be conducted on all foreign air operators by NCAA inspectors at each international airport during ramp inspections. All ramp inspections of aeroplanes will be conducted utilizing the Ramp Inspection Worksheets contained in Attachment I and Attachment II. The ramp inspection will be chiefly concerned with the aircraft documents and manuals, flight crew licenses, the apparent condition of the aircraft, and the presence and condition of mandatory cabin safety equipment.

3.2.5   An annual inspection plan for foreign air operators will be developed prior to each calendar year by inspectorate staff. The plan will ensure that each foreign air operator shall be inspected at least once each year. Inspections shall be conducted at each airport where foreign air operators may operate. The plan will ensure that there is consideration of inspections that may be required under 3.2.4 below.

3.2.6   Special-purpose inspections, based on risk assessment and focused on a particular air operator, may be conducted where previous inspections have indicated a high level of non-conformances to requirements by a particular air operator. In addition, reports from air traffic services, airport staff and/or incident reports may also result in a requirement for special-purpose inspections.

3.2.7   If there is any finding from an inspection, the air operator in question will be advised in writing, and depending on the seriousness, with a copy to the appropriate foreign CAA of the State of the Operator and/or the State of Registry, as applicable, advising of the safety deficiency or observation and requesting remedial action or comment as appropriate. If a response is not received from the air operator within thirty days then the foreign CAA should be contacted directly and requested to ensure that corrective action has been taken to rectify the situation. (See Appendix, Section 4 for guidance regarding notification and sample letters that will be used by inspectorate staff.)

3.2.8   It is to be noted that ramp inspections of foreign air operators are by their nature on-the-spot assessments which can not substitute or replace safety oversight responsibilities of the State of the Operator or the State of Registry. Ramp inspections serve as pointers but

they are not intended to, and they cannot, guarantee the airworthiness of a particular aircraft or the safety of the operator's flight operations.

3.2.9 In accordance with Article 16 of the Chicago Convention, Inspectors will not normally cause a delay to a particular flight to complete a Ramp Inspection. Where there is insufficient time to complete a particular inspection due to the late arrival of the aircraft or for some other reason, then another inspection should be planned for a subsequent flight, subject to the following section 3.2.8

3.2.10 Delays may be unavoidable where it has been determined that the aircraft has damage and is not airworthy. Annex 8, Part II, 3.6 allows the State to prevent a damaged foreign aircraft from resuming its flight operation on the condition that the CAA shall advise the State of Registry or State of the Operator as applicable. The State of Registry or State of the Operator, as applicable, will consider the airworthiness of the aircraft and prohibit the aircraft from resuming flight until it is restored to an airworthy condition or permit the aircraft to resume its flight, if considered airworthy, or permit the aircraft to conduct a non-commercial air transport operation, under prescribed limiting conditions, to an aerodrome at which it will be restored to an airworthy condition.

3.3 **Sharing of safety information**
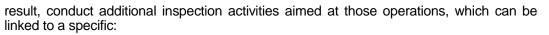
NCAA will share relevant safety findings regarding a foreign operator with other Contracting States.

3.4 **Pre-inspection planning**

3.4.1 Inspectors should prepare for an inspection by updating themselves on any recent changes to Nigerian civil aviation regulations with respect to operations by operators from other States.

3.4.2 A check should be made of the authority for the operator to operate, and to operate the particular aircraft concerned, by consideration of its nationality and registration marks.[1]

3.4.3 The record of the operator's history in Nigeria should be examined, including records of past aircraft inspections and, in particular, those of the specific aircraft concerned in the inspection to be conducted, to check for any outstanding actions or recurring trends that might warrant particular attention.

3.4.4 Ramp inspections customarily involve the aircraft and its crew, line station operations, servicing and maintenance and the ramp and gate area condition and activity. Time constraints may apply only to the inspection of the aircraft and crew. Determination should be made of the number of inspectors and the specializations to be involved, the distribution of tasks and the time to be allocated to each task.

3.4.5 Whilst the plan will include comprehensive inspections it might not be possible to cover all the desired elements in the time available for a particular inspection without causing unreasonable delay to the operation. As inspections on aircraft of any one operator may be conducted at different airports by different inspectors, the overall inspection plan will need to take this into account. Some elements should be covered at every inspection, others can be covered over a number of inspections. Thus comprehensive records must be kept of all inspections of aircraft of a particular operator in NCAA records management location or central database accessible to and updated by the inspectors concerned. From these records it will be possible to plan the content of inspections so that a complete inspection of the aircraft of any one operator is undertaken over a period of one year.

3.4.6 Selection of a particular aircraft to inspect should normally be done at random, in a non-discriminatory manner. However, the NCAA Inspectors shall apply principles of risk management to identify operations perceived to present a higher safety risk and, as a

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[1] In the near future, data may be available from the international register of AOCs, to be established by ICAO.

result, conduct additional inspection activities aimed at those operations, which can be linked to a specific:

(a)   State of the Operator;

(b)   aircraft type;

(c)   nature of operations (scheduled, non-scheduled, cargo, air taxi, etc.);

(d)   foreign operator; or

(e)   individual aircraft.

3.5   Inspections

Detailed guidance on the conduct of inspections of foreign operators, are described in Appendix "D".

4.0   Action on Findings – Resolution of Safety Issues

4.1   General

4.1.1   After a ramp inspection of a foreign air operator, Inspector action resulting from findings will depend on the seriousness of the safety finding. Specific action may also be needed where the State of Registry of the aircraft is different from the State of the Operator.

4.1.2   NCAA staff will use the information contained in Appendix E as a guide in determining the seriousness of a finding and in the course of action to be taken. Should a foreign air operator not resolve a major finding in a timely manner then NCAA will consider revocation of the validation to operate to Nigeria.

NIGERIAN CIVIL AVIATION AUTHORITY

AVIATION HOUSE

P.M.B. 21029, 21038, IKEJA, LAGOS, NIGERIA

FOREIGN AIR OPERATOR APPLICATION

FOREIGN AIR OPERATOR APPLICATION PAGE 1 of 2

Application for Air Transport Operations by a Foreign Operator
To be completed by a foreign air operator for an approval to conduct operations in Nigeria

Section 1A. To be completed by the air operator	
Company registered name and trading name if different. Address of company: mailing address; telephone; fax; and e-mail.	Address of the principal place of business including: telephone; fax; and e-mail.
3. Proposed Start Date of Operations: (dd/mm/yyyy):	4. ICAO 3-letter Designator for aircraft operating agency:

5. Operational Management Personnel (Chief Executive Officer, Chief Pilot, Director Maintenance, Safety Officer etc.)		
Name	Title	Telephone, fax and e-mail

Section 1B. Type of approval requested - To be completed by the air operator, checking applicable boxes
6.   1. ☐   Air operator intends to conduct commercial flights to and from aerodromes in Nigeria
.   2. ☐   Air operator intends to only conduct overflights and technical stops in Nigeria

7. Air Operator proposed types of operation:	8. Geographic areas of intended operations and proposed route structure:
☐ Passengers and Cargo ☐ Cargo Only ☐ Scheduled Operations ☐ Charter Flight Operations ☐ Dangerous Goods	

Section 1C on Page 2 to be completed by the air operator		
Signature:	Date (dd/mm/yyyy):	Name and Title:

Section 2. To be completed by the NCAA	
Evaluated by (Name and Office):	NCAA Decision: ☐ Approval granted ☐ Not approved

Remarks:	
Signature of NCAA representative:	Date (dd/mmm/yyyy):

FOREIGN AIR OPERATOR APPLICATION PAGE 2 of 2

Section 1C. To be completed by the air operator

9. Provide location on board or provide separate documentation where individual aircraft nationality and registration marks are listed as part of the aircraft fleet operated within Nigerian territory under the air operator certificate:

   Provide following information:

Aircraft Type (make, model and series, or master series)	RVSM Approval	ETOPS	Noise Certification (Annex 16 Ch.)	Remarks
[Aircraft type 1]	☐	☐		
[Aircraft type 2]	☐	☐		
[Aircraft type 3]	☐	☐		
[Aircraft type 4]	☐	☐		
Etc.	☐	☐		

Attach copies of:

Air Operator Certificate and associated operations specifications;

Insurance certificate;

In case of wet-lease of aircraft: approval of CAA of the State of the Operator, with identification of the operator that exercises operational control on the aircraft; and

Document authorizing the specific traffic rights, issued by [appropriate department] or resulting from a bilateral air transport agreement (if required by the State to which the operator is flying to).

NIGERIAN
VALIDATION OF AIR OPERATOR CERTIFICATE

NO.

This is to certify that

[The Company Registered name and Trading name if different]

meets the requirements of Nigerian Civil Aviation Regulations Part 10 and may conduct commercial air operations into, within, or from Nigerian territory in accordance with the Air Operator Certificate and associated operations specifications issued by the [State of Operator] and limitations and conditions stated in this Approval.

This Validation is issued on the basis of the [State of Operator] Air Operator Certificate number _____, and remains valid from the date of issue as long as the Air Operator Certificate remains valid. Unless otherwise stated in the attached Authorizations, Conditions and Limitations the approvals and restrictions of the Air Operator Certificate and its associated Operations Specifications remain valid within Nigeria, in so far as they are not repugnant to the Civil Aviation Regulations of Nigeria.

This Approval, may be cancelled, suspended, or revoked by the Director General at any time if the conditions of the issue are not met by the foreign air operator or if the Director General determines that such action is required in the interests of aviation safety.

For the Director General of NCAA:

Signature:

Title:

Department:

Date issued:

NIGERIAN CIVIL AVIATION AUTHORITY

AVIATION HOUSE

P.M.B. 21029,21038, IKEJA, LAGOS, NIGERIA

AUTHORIZATIONS, CONDITIONS AND LIMITATIONS FOR OPERATIONS INTO, WITHIN, OR FROM NIGERIAN TERRITORY

Company Registered name as Stated in the approval document:

Address of Principal Place of Business

Mailing address:	Telephone number:
	Fax number:
	E-mail:

Trading name(s) if different than the Registered name stated on the Authorization, under which the operator may operate:

The types of operations authorized:

☐ Passenger and Cargo   ☐ Scheduled Operations

☐ Cargo only   ☐ Dangerous Goods

☐ Charter Operations

Destination airport(s) in Nigeria to be served/Area(s) of operation or routes:
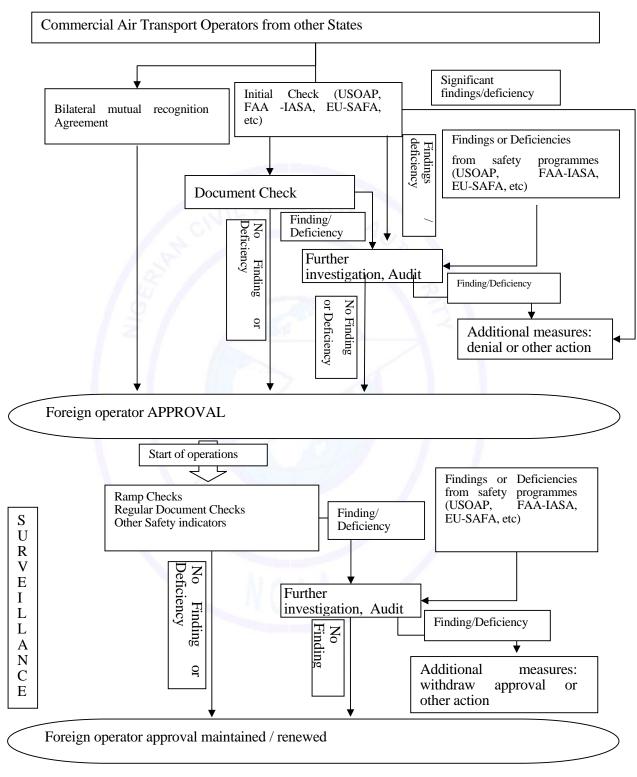
Aircraft types authorized for use (If Nigeria limits the authorization to specified aircraft, the registration and serial number of each aircraft authorized):

Frequency of flights:

Appendix C – Flow Chart

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┌─────────────────────────────────────────────────────────────────────┐
│ Commercial Air Transport Operators from other States                 │
└─────────────────────────────────────────────────────────────────────┘
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Bilateral mutual recognition Agreement

Initial Check (USOAP, FAA -IASA, EU-SAFA, etc)

Significant findings/deficiency

Findings / deficiency

Findings or Deficiencies from safety programmes (USOAP, FAA-IASA, EU-SAFA, etc)

Document Check

No Finding or Deficiency

Finding/ Deficiency

Further investigation, Audit

No Finding or Deficiency

Finding/Deficiency

Additional measures: denial or other action

Foreign operator APPROVAL

Start of operations

SURVEILLANCE

Ramp Checks
Regular Document Checks
Other Safety indicators

Finding/ Deficiency

Findings or Deficiencies from safety programmes (USOAP, FAA-IASA, EU-SAFA, etc)

No Finding or Deficiency

Further investigation, Audit

No Finding

Finding/Deficiency

Additional measures: withdraw approval or other action

Foreign operator approval maintained / renewed

Appendix D -- Guidance for Ramp Inspection

1. General

The items to be checked during a Ramp Check are summarized below:

A - Flight Deck,

B – Cabin / Safety,

C - Aircraft External Condition,

D - Cargo, and

E - General.

2. Detailed List

The detailed list contains information on the items to be checked. For each item, guidance is provided on how to perform the check. Each item is also provided with the applicable reference in ICAO Annexes, where available. However the specific references should be checked for the complete requirements.

3. Scope

It is not possible to cover all items on the list at every ramp inspection. Inspections should be planned to cover high risk items and to cover all other items over a series of inspections. It is essential that adequate records be kept and that there is complete coordination between all inspectors involved in ramp inspections of any one operator.

4. Items to be checked

Flight Deck:

General

A 1. General Condition

Instructions: Check cleanliness, tidiness and general condition.

References: Nil.

A 2. Emergency Exit

Instructions: Check if in compliance with ICAO Standards and Recommended Practices.

References: Annex 8, 4.1.7 - Emergency landing provisions.

A 3. Equipment

Instructions: Check for the presence of the following equipment where required:

Two sensitive pressure altimeters with counter drumpointer or equivalent presentation (IFR operations)

Airborne collision avoidance system (ACAS);

Cockpit voice recorder (CVR) and flight data recorder (FDR);

Emergency locator transmitter (ELT);

Ground proximity warning system (GPWS); and

Where a flight management computer (FMC) is provided - valid database.

References:

Altimeters   Annex 6, Part I, 6.9.1. c).

ACAS II   Annex 6, Part I, 6.18.

CVR and FDR   Annex 6, Part I, 6.3; and Part III, Section II, 4.3.

GPWS   Annex 6, Part I, 6.15.

ELT   Annex 6, Part I, 6.17 and Part III, Section II, 4.7.

Database   Annex 6, Part I, 7.4.2.

Documentation
A 4. Manuals All required manuals Instructions: Check for presence. Check if manuals are up-to-date and accepted or approved as required. Flight manual data may be included in the operations manual which may itself be in several parts, some of which are dealt with in A5, 6 and 7 below. References: Flight Manual - Annex 6, Part I, 6.2.3, 11.1 and Part III, Section II, 4.2.3, 9.1; Operations Manual - Annex 6, Part I, 4.2.2, 6.2.3 and Appendix 2 and Part III, Section II, 2.2.2, 4.2.3 and Attachment H; and Aircraft operating manual - Annex 6, Part I, 6.1.4 and Appendix 2, 2.2 and Part III, Section II, 4.1.4 and Attachment H, 2.2.
A 5 Checklists Instructions: Confirm checklists are available and up to date. Check if their content is in compliance with the requirement. Normal, non-normal and emergency checklists are sometimes combined in a *'Quick Reference Handbook'*; Check the availability of an aircraft search procedure checklist; and Confirm availability of the checklist of emergency and safety equipment. References: Flight crew checklists - Annex 6, Part I, 4.2.5, 6.1.4 and Appendix 2, 2.2.2; and Part III, Section II, 2.2.5, 4.1.4 and Attachment H, 2.2.10. Aircraft search procedure checklist - Annex 6, Part I, 13.3 and Part III, Section II, 11.1. Checklist of emergency and safety equipment - Annex 6, Part I, Appendix 2, 2.2.10 and Part III, Attachment H, 2.2.8.
A 6. Route Guide Instructions: Check if a route guide, including charts, is available, suitable and up-to-date. References: Annex 6, Part I, 6.2.3 and Appendix 2, 2.3.1; and Part III, Section II, 4.2.3 and Attachment H, 2.3.1.
A 7. Minimum Equipment List (MEL) Instructions: Check if the MEL is available, up-to-date and approved. References: Annex 6, Part I, 6.1.3, Appendix 2, 2.2.9 and Attachment G; and Part III, Section II, 4.1.3, Attachment E and Attachment H, 2.2.7.

A 8. Documents required to be carried on board

a) Certificate of registration

Instructions: Check for presence and accuracy and format.

References: Convention on International Civil Aviation, Article 29; and Annex 7, 7.

b) Identification plate

Instructions: Check presence and location.

Reference: Annex 7, 8.

c) Certificate of Airworthiness

Instructions: Check that the Certificate of Airworthiness of the aircraft is on board and valid.

References: Convention on International Civil Aviation, Articles 29 and 31; Annex 8, Part II, Chapter 3.

d) Crew member licences

Instructions: Check valid in: date; type rating; instrument rating; competency check; language proficiency endorsement; medical assessment; and format (see also item E 3 below).

References: Convention on International Civil Aviation, Article 29; Annex 1, 1.2.1, 1.2.5.1, 1.2.9, 2.1.3, 2.1.7 and Chapter 5; Annex 6, Part I, 9.4.4 and Part III, Section II, 7.4.4.

e) Journey log book or technical log and voyage report

Instructions: Check entries up to date, validity of maintenance release. Check number of deferred defects (specify in the report where necessary). Check that defect deferments include time limits and comply with the stated time limits. Where applicable, check compliance with the aircraft MEL.

References: Convention on International Civil Aviation, Article 29; Annex 6, Part I, 4.3.1 and 11.4; and Part III, Section II, 2.3.1 and 9.4.

f) Radio station licence

Instructions: Check available and up to date.

References: Convention on International Civil Aviation, Articles 29 and 30; Annex 6, Part I, 7.1; and Part III, Section II, 5.1.

g) Noise certification document or statement, where applicable

Instructions: Check available and valid.

References: Annex 6, Part I, 6.13; Part III, Section II, 4.11; and Annex 16, Volume I, Parts I and II.

h) Air Operator Certificate (certified true copy) and Operations Specifications (copy)

Instructions: Check available, applicable and valid.

References: Annex 6, Part I, 4.2.1, 6.1.2, Appendix 5, 7 and Appendix 6; and Part III, Section II, 2.2.1, 4.1.2, Appendix 1, 7 and Appendix 3.

Flight preparation
A 9. <u>Operational flight plan</u> <u>Instructions:</u> Check for presence, accuracy and signature(s), and for adequate fuel and oil reserve planning and supply on board. <u>References:</u> Annex 6, Part I, 4.3.3 and Appendix 2, 2.1.16; and Part III, Section II, 2.3.3 and Attachment H, 2.1.15.
A 10. <u>Mass and balance sheet</u> <u>Instructions:</u> Check for presence of load sheet and accuracy. <u>References:</u> Annex 6, Part I, 4.3.1 and Appendix 2, 2.1.14; and Part III, Section II, 2.3.1 and Attachment H, 2.1.13.
A 11. <u>Aircraft performance limitations using current route, airport obstacles and runway analysis data</u> <u>Instructions:</u> Check for availability of aircraft performance information including limitations and runway performance analysis based on current airport data. <u>References:</u> Annex 6, Part I, 5.1, 5.2 and 5.3; and Part III, Section II, 3.1 and 3.2.
A 12. <u>Cargo manifest and , if applicable, passenger manifest</u> <u>Instructions:</u> Check for availability of completed cargo manifest and, if required, passenger manifest. <u>References:</u> Annex 9, 2.12, 2.13 and 4.12 and Appendices 2 and 3.
A 13. <u>Pre-flight inspection</u> <u>Instructions:</u> Check for presence of pre-flight inspection forms (landing documents, air traffic service flight plan). <u>References:</u> Annex 6, Part I, 4.3; and Part III, Section II, 2.3.
A 14. <u>Weather reports and forecasts</u> <u>Instructions:</u> Check for availability of weather reports and forecasts adequate for the flight. <u>References:</u> Annex 6, Part I, 4.3.5.2; and Part III, Section II, 2.3.5.2.
A 15. <u>NOTAM (Notice to Airman)</u> <u>Instructions:</u> Check for availability of NOTAMs for the route of flight. <u>References:</u> Annex 15, Chapter 1 – Definitions.

Safety Equipment
A 16. <u>Portable Fire Extinguishers</u> Instructions: Check for presence, number, condition and expiry date. References: Annex 6, Part I, 6.2.2 b); and Part III, Section II, 4.2.2 b).
A 17. <u>Life jackets/ Flotation devices</u> Instructions: Check for presence, condition and where applicable expiry date. References: Annex 6, Part I, 6.5; and Part III, Section II, 4.3.
A 18. <u>Safety Harness</u> Instructions: Check for presence, condition and quantity. References: Annex 6, Part I, 6.2.2; and Part III, Section II, 4.2.2.
A 19. <u>Oxygen equipment</u> Instructions: Check for presence, quantity and condition. References: Annex 6, Part I, 4.3.8; and Part III, Section II, 2.3.8.
A 20. <u>Emergency flashlight</u> Instructions: Check for appropriate quantities of emergency flashlight. Check their condition if possible. References: Annex 6, Part I, 6.10; and Part III, Section II, 4.4.2.

B. Cabin / Safety
B 1. General condition Instructions: Check for cleanliness, tidiness and general condition. References: Annex 8, Part III, 8.3.
B 2 Cabin crew seats and safety harness Instructions: Check for presence and compliance with the requirement. References: Annex 6, Part I, 6.16; and Part III, Section II, 4.12.
B 3. First aid kit/emergency medical kit Instructions: Check for presence, condition, location and expiry date if available. References: Annex 6, 6.2.2.; and Part III, Section II, 4.2.2.
B 4. Portable fire extinguishers Instructions: Check for presence, number, condition and expiry date if available. References: Annex 6, Part I, 6.2.2; and Part III, Section II, 4.2.2.
B 5. Life jackets/Flotation devices Instructions: Check for presence, condition and expiry date as applicable. References: Annex 6, Part I, 6.5; and Part III, Section II, 4.5.
B 6. Seat belts Instructions: Check for presence and condition. References: Annex 6, Part I, 6.2.2; and Part III, Section II, 4.2.2.
B 7. Emergency exit lighting and marking, emergency flashlights Instructions: Check for presence of emergency exit signs, lighting and marking, and emergency flashlights (one per cabin crew member). Where possible, check condition of floor path lighting / marking and of flashlights. References: Annex 6, Part I, 6.10; Part III, Section II, 4.4.2; and Annex 8, Part III A, 4.1.7.3 and Part IIIB, D.6.3.
B 8. Slides / Life Rafts and pyrotechnical distress signalling devices (as required) Instructions: Check bottle gauge, slide bar and slide expiry date. Check presence of life raft, when required. References: Annex 6, Part I, 6.5 and 6.6; Part III, Section II, 4.5.and 4.6; Annex 8, Part III A, 4.1.7 (and Part III D.6.2 to D.6.4).

B 9. <u>Oxygen supply - cabin crew and passengers</u>

<u>Instructions:</u> Check for presence and condition where applicable.

<u>References:</u> Annex 6, Part I, 4.3.8 and 6.7; and Part III, Section II, 2.3.8 and 4.8 and Section III, 2.9 and 4.5.

B 10. <u>Emergency Briefing Cards</u>

<u>Instructions:</u> Check for presence and accuracy.

<u>References:</u> Annex 6, Part I, 4.2.11.1 and 6.2.2; and Part III, Section II, 2.2.10 and Section III, 2.3.

B 11. <u>Cabin crew members</u>

<u>Instructions:</u> Check that the number of cabin crew is appropriate. Check whenever possible that the location of cabin crew members allows to effect a safe and expeditious evacuation of the aircraft.

<u>References:</u> Annex 6, Part I, 12.1; and Part III, Section II, 10.1.

B 12. <u>Access to emergency exits</u>

<u>Instructions:</u> Check that appropriate access to emergency exits is provided and that it is not impeded.

<u>References:</u> Annex 8, Part III A, 4.1.7 (and Part III D.6.2 and D.6.3).

B 13. <u>Safety of cabin baggage</u>

<u>Instructions:</u> Check that the the crew and the passengers do not carry oversized hand baggage for the stowage capacity of the aircraft. Check proper stowage of cabin baggage.

<u>References:</u> Annex 6, Part I, 4.8; and Part III, Section II, 2.7.

B 14. <u>Seating capacity</u>

<u>Instructions:</u> Check that the number of persons boarding does not exceed the number permitted (number of seats normally, except specific circumstances).

<u>References:</u> Annex 6, Part I, 6.2.2; and Part III, Section II, 4.2.2.

B 15. <u>Security of the flight crew compartment door (if applicable)</u>

<u>Instructions:</u> Check that the flight crew compartment door, if provided, is lockable. Where applicable, check that the flight crew compartment door is penetration resistant.

<u>References:</u> Annex 6, Part I, 13.2.

C. Aircraft External Condition

C 1. General condition

Instructions: Check general condition of the airframe: apparent corrosion; cleanliness; presence of ice, snow, frost; legibility of markings, etc.

References: For markings: Annex 7, 3, 4 and 5.

C 2. Doors and hatches

Instructions: Check for passenger and cargo door condition, external markings, seals, operating instructions and condition of hatches.

References: Nil.

C 3. Wings and Tail

Instructions: Check wings, vertical and horizontal stabilizers, including all flight control surfaces. Check for obvious damage, corrosion, disbonding, evidence of lightning strikes, dents, looseness of fittings, missing static discharges, etc.

References: Nil.

C 4. Wheels, brakes and tires

Instructions: Inspect for damage, wear and signs of tire under inflation.

References: Nil.

C 5. Undercarriage

Instructions: Visual inspection. Focus on lubrication, leakage & corrosion and wear on door fittings and hinges.

References: Nil.

C 6. Wheel well

Instructions: Visual inspection. Focus on cleanliness, leakage & corrosion.

References: Nil.

C 7. Intake & exhaust nozzle

Instructions: Visual inspection. Focus on damage, cracking, dents and loose/missing fasteners (intake) and LPT blades (where visible), obvious damage to sensors, jet pipe nozzle, exhaust, thrust reversers, etc.

References: Nil.

C 8. Fan blades (if applicable)

Instructions: Visual inspection. Check for foreign object damage, cracks, cuts, corrosion, erosion etc.

References: Nil.

C 9. <u>Propellers (if applicable)</u>

<u>Instructions:</u> Visual inspection. Check for corrosion, looseness of blades in hub, erosion, stone damage, anti/de-icing system, etc.

<u>References:</u> Nil.

C 1O. <u>Previous structural repairs</u>

<u>Instructions:</u> Visual inspection. Note any previous repairs – check condition and verify compliance to standard practices.

<u>References:</u> Nil.

C 11. <u>Obvious damage</u>

<u>Instructions:</u> Visual inspection. Note unassessed and unrecorded damage including corrosion, lightning strike damage, and bird strikes etc.

<u>References:</u> Annex 8, Part II, 3.6.

C 12. <u>Leakage</u>

<u>Instructions:</u> Visual inspection: fuel, oil, hydraulic leaks. Inspect for toilet leaks at service locations.

<u>References:</u> Nil.

D. Cargo
D 1. General condition of cargo compartment and containers
Instructions: Check for cleanliness and general condition of cargo compartment and containers. Check damage to compartment liners and condition of fire protection, detection & extinguishing system (if appropriate). Check condition of container locking devices.
References: Nil.
D 2. Dangerous Goods
Instructions: If dangerous goods are on board, check that the pilot has received appropriate notification, Check that the operations manual includes relevant information as required by ICAO Annex 18.
References: Annex 6, Part I, Appendix 2, 2.1.35; Part III, Attachment H, 2.1.28; and Annex 18, 9.1 and 9.2.
D 3. Safety of cargo on board
Instructions: Check that loads are properly distributed and safely secured.
References: Annex 6, Part I, 4.3.1; Part III, Section II, 2.3.1.

E. General
E 1. Additional Remarks
Instructions: Record and report any items of significant nature that may be observed which are not covered by this guidance.
References: Nil.
E 2. Refuelling
Instructions: Check that the procedures relating to refuelling with passengers on board are complied with.
References: Annex 6, Part I, 4.3.7; and Part III, Section II, 2.3.7.
E 3. Language for communication
Instructions: Check that all pilots, and those flight navigators required to use the radio telephone, are fluent in the language used for radiotelephony communications or in the English language.
References: Annex 1, 1.2.9 and Annex 10, Volume II, 5.2.1.2.

Appendix E -- Levels of seriousness and related actions

ACTIONS TO BE TAKEN AFTER FINDINGS DURING A RAMP INSPECTION OF A FOREIGN OPERATOR		Actions		
		Information to pilot-in-command	Information to responsible CAA (State of the Operator and/or State of Registry) and operational management of the operator	Corrective actions
Seriousness of findings	Minor	Yes	No	No
	Significant	Yes	Yes Letter to NCAA and copy to operator's management	No
	Major	Yes	Yes Letter to NCAA and copy to Operator's management. In case of aircraft damage affecting airworthiness, a direct communication with the State of Registry CAA will also be established and in accordance with Annex 8 the State of Registry CAA will establish conditions regarding return to flight status. Confirmation will be required by letter to the NCAA and copy to operator's management.	Yes Actions consisting of operational restrictions, corrective actions before flight or at maintenance-base, grounding and/or withdrawal of validation of air operator certificate in the territory of the [State] will depend on the circumstances.

Examples of findings and resulting actions

The following table is based on the ramp check guidance contained in Appendix D. It describes various findings and gives examples of levels of seriousness and resulting actions that will be utilized by NCAA.

Item #	Seriousness:→ Item description	Minor	Significant	Major
A	**Flight Deck:** **General**			
1	General Condition	Dirty and untidy		Large unsecured objects (eg. cargo or baggage) Unserviceable flight crew seats
2	Emergency Exits	Not all exits are serviceable, but properly deferred in accordance with MEL provisions	Not all exits are serviceable and MEL provisions not applied	No emergency exits serviceable / no provisions in MEL for continued operation
3	Equipment: • GPWS • FMC • ACAS/CVR/FDR/ELT	Inoperative and in accordance with MEL provisions Inoperative and in accordance with MEL provisions	Inoperative and MEL provisions not applied FMS database recently outdated (<28 days). Inoperative and MEL provisions not applied	Not installed Forward looking GPWS required and not installed. FMS database more than 28 days outdated. Required and not installed.

A	Documentation			
4	Manuals: Flight manual		No evidence of State of Registry approval Incomplete but performance calculations possible	Not on board and performance calculations not possible
	Operations Manual		Incomplete (see Appendix 2 of ICAO Annex 6) or not approved by State of the Operator or not the current version	Not on board
5	Checklists	Not within reach	Not readily available and used or not the current version	Not on board
6	Route Guide (Navigation charts)	Not within reach	Recently out of date (<= 28 days) Photocopies of current charts	Significantly out of date (> 28 days) Not on board
7	Minimum Equipment List		Not on board or MMEL used, but no deferred defects MEL content does not reflect aircraft equipment fitted MEL not approved	Not on board or MMEL used, with deferred defects
8a)	Certificate of registration	Non-certified copy	Not on board No English translation	

8b)	Identification plate	Not installed or not able to read		
8c)	Certificate of airworthiness		Not an original or certified true copy No English translation	Not on board Out of date
8d)	Crew member licences (see also E. General – Language for communications)	Form or content not in compliance with ICAO standard	No English translation	Not valid for the type of aircraft Not on board or no proper validation from the registration authority Expired or no class 1 medical assessment
8e)	Journey Log Book or equivalent technical log	Minor defects not documented	On board but not properly filled in	Not on board or no equivalent document Maintenance release expired or not valid Defects MEL deadline expired
8f)	Radio station licence	Non-certified copy	Not on board	
8g)	Noise certificate (where applicable)	Not on board No English translation		
8h)	Air Operator Certificate	Non-certified copy	Not accurate (out of date, incorrect operation type/route, incorrect aircraft or operator, etc…) or no English translation	Not on board

9	Operational flight plan	Copy not retained on ground	Actual flight calculations but no actual documents Lack of fuel monitoring data (arrival flight) Fuel calculation unsatisfactory (departing flight)	No or incomplete flight preparation Required fuel calculation not available or not up dated for actual conditions
10	Mass and balance sheet and data		Incorrect but within a/c limits	Incorrect and outside operational limits or missing Weight and balance data not available
11	Aircraft performance limitations using current route, airport obstacles and runway analysis data	Incomplete but not affecting the operation on that date (e.g. no contaminated or wet runway data but these conditions are not present)	Not current data or data validity date not available	Not available
12	Cargo manifest and, if applicable, passenger manifest		Some limited inaccuracy or missing data not affecting safety	Not available or grossly inaccurate/incomplete
13	Pre-flight inspection	Form on board but incomplete	Not performed for inbound flight	Not performed for outbound flight
14	Weather reports and forecasts	Not the latest available data but valid	Not printed but handwritten	Not valid or not available
15	NOTAM (Notice to Airman)		Some en-route relevant data missing	Not available

A	Safety Equipment			
16	Portable fire extinguishers	Not easily accessible	Expired Not properly secured	Empty or insufficient number or missing Significantly low pressure Not accessible
17	Life jackets/flotation device (if required)	Not directly accessible	Expired, as applicable	Not available for each cockpit crew member on board
18	Safety Harness		Seat belt instead of harness	Not available or serviceable for all flight crew members
19	Oxygen equipment (if required)		No direct access	Not available or serviceable for all flight crew members Oxygen quantity not sufficient
20	Emergency flashlight (night operations conducted by operator)	Only one available	Weak battery	Not in cockpit or unserviceable

B	Safety / Cabin:			
1	General Condition	Dirty, untidy and in bad condition	Loose carpet Loose or damaged floor panel Unserviceable seats (and not identified as such)	Not possible to perform normal and abnormal duties unrestricted
2	Cabin crew seats and safety harness	Harness/belt is difficult to operate	Strap or buckle worn out or damaged – item is not serviceable	For any member of the minimum required cabin crew: a seat is not available; or proper harness and seat belt not available or not serviceable
3	First aid kit/Emergency medical kit	Expired Incomplete Not at the indicated location		Not available
4	Portable fire extinguishers	Not directly accessible	Expired Not correctly secured	Empty, significantly low pressure or missing or not serviceable
5	Life jackets/ Flotation devices (if required)	Not directly accessible	Expired, as applicable	Not available for each person to be carried
6	Seat belts (passenger seats)	Strap worm or buckle worn out or damaged Not available or serviceable for all passenger seats and aircraft dispatched in accordance with MEL	Not available or serviceable for all passengers and aircraft not despatched in accordance with MEL.	Not available or not serviceable for any passenger

7	Emergency exit, lighting and marking, emergency flashlights		Some emergency exit signs out of order Insufficient number of emergency flashlights emergency flashlights not correctly located emergency flashlight batteries weak or flat	Emergency facilities defects not acceptable according to MEL provisions
8	Slides/life-rafts (for long-range over water flights) and pyrotechnical distress signalling devices (as required)	Not in specified location, as established by the State of the Operator	Incorrectly installed	Insufficient number Not serviceable
9	Oxygen Supply (cabin crew and passengers)	Insufficient quantity of oxygen or insufficient quantity of masks for passengers and crew members	Insufficient quantity of oxygen or insufficient quantity of masks for passengers and crew members, and flight performed above level 250	
10	Emergency briefing cards	No enough emergency briefing cards for all passengers	Briefing cards from another aircraft or from obviously different versions Some information missing or incorrect	No emergency briefing cards on board

11	Cabin crew members		Cabin crew members not in specified location	Insufficient number of cabin crew members
12	Access to emergency exits			Impeded by luggage or cargo, etc Impeded by seats
13	Safety of cabin baggage			Not securely stowed
14	Seating capacity			More seats than certified capacity Insufficient serviceable seats for all passengers on board
15 Security of the flight crew compartment door (if applicable)		Door not installed or unserviceable (ref. Annex 6, 13.2)		

C	Aircraft condition:			
1	General external condition	Minor defects	The defects need not necessarily be corrected before flight (visible corrosion, marking not legible, etc.)	Safety related defect (correction required before departure) Inadequate de-icing
2	Doors and hatches	Minor defects but serviceable	Door operation instructions missing or unclear Seal slightly damaged	Unserviceable and not compatible with passenger number Seal missing or badly damaged

3	Wings and tail	Minor defects	Poor condition (damage, missing bonding strips or static discharges, play, lack of lubrication, disbanding)	Damage, corrosion, leaks or wear outside limits of MEL, SRM[2], etc
4	Wheels, tires and brakes	Minor defects	Signs of under inflation Incorrect tire pressure Unusual wear and tear	Tires worn out or damaged beyond limits Brakes worn out, leaking or damaged beyond limits Damaged components or missing parts (i.e., tie bolts, heat sensors…)
5	Undercarriage	Minor defects	Significant signs of leakage, strut under-pressure, corrosion and obvious lack of lubrication	Damage, corrosion, missing parts and/or leakage outside limits
6	Wheel well	Minor defects or dirty	Signs of leakage, corrosion and obvious lack of lubrication	Damage, wide spread corrosion, leakage outside limits

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[2] Structural repair manual

7	Intake and exhaust nozzle	Minor defects	Damage to casing or lining Dents and cracks in exhaust area all within limits, but not recorded in Technical Log or equivalent Minor leaks of oil and fuel	Damage (nicks, dents, cracks, etc.) outside the MEL, AMM[3], SRM, etc limits Leakage out-of-limits
8	Fan Blades (if applicable)	Minor defects	Damage to fan blades within limits but not recorded in Technical Log or equivalent	Damage (nicks, dents, cracks, etc) outside the MEL, AMM, SRM, etc. limits
9	Propellers (if applicable)	Minor defects	Damage to propellers within limits but not recorded in Technical Log or equivalent	Damage (nicks, dents, cracks, etc.), leakage, looseness of blades outside the MEL, AMM, SRM, etc limits
10	Previous structural repairs	Minor defects	No information about temporary repairs, doubts about old repairs, and repairs acceptable for continuation of flight	Improperly performed repairs or apparent unsatisfactory design. Damage to old repair
11	Obvious un-repaired damage	Within limits	Within limits but not recorded	Unassessed and not recorded damage affecting airworthiness
12	Leakage	Within limits	Long standing water and lavatory leaks (blue ice)	Leakage (oil, fuel, hydraulic, water) outside limits

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[3] Aircraft maintenance manual
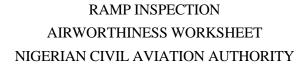
D	Cargo:			
1	General condition of cargo compartment and containers	Partly defective lights Minor defects but safe condition	Partly damaged panelling Partly damaged containers Defective lights Floor locks (partly) u/s Limited access to cargo (for combi) Dividing net or door protection net damaged	Damaged panelling out-of-limits Damaged containers Structural damage out of limits Defective or missing fire extinguishing system (where applicable) Cargo area not used in accordance with classification No access to cargo area (for combi) No barrier net (combi and cargo aircraft) No smoke barrier/curtain Floor locks unserviceable and outside MEL limits

2	Dangerous Goods	Unable to recognize dangerous goods presented to operator for shipment	No dangerous goods regulations or references	No or incomplete information to the captain of dangerous goods carried, in contradiction to Doc. 9284 provisions. Deficiencies: leakage, wrong packaging, label missing Dangerous Goods not correctly secured Loading not performed in accordance with ICAO Annex 18 Dangerous Goods carried without authorization or in contradiction to Annex 18 or Doc. 9284
3	Safety of cargo on board	Minor damage to: lashing, tie down equipment, pallet/container and/or locks	Damaged pallet, container or net	Cargo not correctly secured and/or safely distributed: - lashing - tie-down equipment - pallets and containers - locks Load distribution/floor load limit exceeded
E	**General:**			
1	Additional Remarks	General findings with minor safety impact	General findings with significant safety impact	General findings with major safety impact
2	Refuelling	Cabin crew not aware of refuelling with passengers on board	No procedures in place for refuelling with passengers on board	Procedures in place but not carried out

3	Language for communications		Pilot licences with no language proficiency endorsement, in the English language or the language used in radiotelephony (except if implementation plan made available by State of issuance – until 5 March 2011)	Pilots not fluent in the English language or the language used in radiotelephony

RAMP INSPECTION

AIRWORTHINESS WORKSHEET

NIGERIAN CIVIL AVIATION AUTHORITY

AVIATION HOUSE
P.M.B. 21029, 21038, IKEJA, LAGOS, NIGERIA

Date:	Aircraft make and model:	Handling Agent:
Operator:	Airframe serial no:	Maintenance Support:
State of the Operator:	Nationality and Reg. marks:	Station:
Route from:	Inbound flight no:	
Route to:		

		Check (S/U/N)	Remarks
A	**Flight Deck**		
1	General condition		
2	Emergency exits		
3	Equipment (GPWS, ACAS, FMC, ELT, Cockpit door)		
7	Minimum Equipment List and deferred defect rectification		
8 a) *	Certificate of Registration		
8 b)	Identification plate		
8 c) *	Certificate of Airworthiness		
8 f) *	Radio station license		
8 g) *	Noise certification or equivalent (where applicable)		
8 h) *	Air Operator Certificate		
16	Portable Fire Extinguishers		
17	Life Jackets/flotation devices		
18	Safety Harness		
19	Oxygen equipment		
20	Emergency flashlight		
C	**Aircraft External Condition**		

1 *	General external condition		
2	Doors and hatches		
3 *	Wings and Tail		
4 *	Wheels, brakes and tires		
5 *	Undercarriage		
6 *	Wheel well		
7 *	Intake and exhaust nozzle		
8 *	Fan blades (if applicable)		
9 *	Propellers (if applicable)		
10	Previous structural repairs		
11 *	Obvious un-repaired damage		
12 *	Leakage		
D	Cargo		
1	General condition of cargo compartment and containers		
2 *	Dangerous goods		
3	Stowage of cargo on board		
E	General		
1	Additional remarks		
2	Refuelling		

Inspected by:		Report No:

Revision date 15 August

Note 1: The elements of the list that are marked with an asterisk (*) are minimum items that should be addressed in a ramp inspection of an aircraft of an operator from another State. Time permitting, the remaining items should also be addressed to constitute a complete ramp inspection.

Note 2: If inspection is carried out as a team (airworthiness, cabin safety and flight operations), coordination between the inspectors is required to avoid duplication.

Note 3: If a cabin safety inspector is not available during the ramp inspection, the Cabin Safety checklist for cabin items is to be used by either the airworthiness inspector or the flight operations inspector as appropriate.

RAMP INSPECTION

AIRWORTHINESS WORKSHEET

NIGERIAN CIVIL AVIATION AUTHORITY

AVIATION HOUSE
P.M.B. 21029, 21038, IKEJA, LAGOS, NIGERIA

Date:	Aircraft make and model:	Capt:
Operator:	Nationality and Reg. marks:	F/O:
State of the Operator:	Airframe serial no:	F/E or S/O
Route from:	Handling agent:	Sup/Capt:
Route to:	Station:	Sup/F/O:
Inbound flight no:		

Check　　　　　　　　　　　　Remarks

(S/U/N)

A	Flight deck		
1	General condition		
2	Emergency exit		
3	Equipment (GPWS, ACAS, FMC, ELT, Cockpit door)		
	Documentation		
4	Manuals		
5	Checklists		
6	Route Guide (Navigation charts)		
7	Minimum Equipment List and deferred defect rectification		
8 a) *	Certificate of Registration		
8 c) *	Certificate of Airworthiness		
8 d) *	Crew member licenses		
8 e) *	Journey logbook or equivalent technical log		
8 f) *	Radio license		
8 g)	Noise certificate or equivalent (where applicable)		

8 h) *	Air Operator Certificate		
9 *	Operational Flight Plan		
10 *	Mass and balance		
11 *	Aircraft performance limitations using current route, airport obstacles and runway analysis data		
12 *	Cargo manifest and, if applicable, passenger manifest		
13 *	Pre-flight inspection		
14 *	Weather reports and forecasts		
15 *	NOTAM (Notice to Airman)		
	Safety Equipment		
16	Portable fire extinguishers		
17	Life jackets/flotation devices		
18	Safety harness		
19	Oxygen equipment (if required)		
20	Emergency flashlights		
E	General		
3	English language		

Inspected by:		Report No:

Revision date 15 August 2008

Date:	Aircraft make and model:	
Operator:	Registration mark:	:
State of the Operator:	Airframe serial no:	Station:
Route from:	Inbound flight no:	
Route to:		

		Check (S/U/N)	Remarks
B	**Safety/Cabin**		
1	General Condition		
2	Cabin Crew's seats and safety harness		
3	First aid kit/Emergency Medical kit		
4	Portable Fire extinguishers		
5	Life jackets/Flotation device		
6	Passenger seat belts		
7	Emergency exit lighting and marking, emergency flashlights		
8	Slides/life-rafts (for long-range over water flights) and pyrotechnical distress signalling devices (as required)		
9	Oxygen supply (Cabin crew and passengers)		
10	Emergency Briefing cards		
11	Cabin crew members		
12	Access to emergency exits		
13	Safety of cabin baggage		
14	Seating capacity		

Inspected by:		Report No:

Revision date 15 August 2008

Date:	Aircraft make and model:	
Operator:	Registration mark:	:
State of the Operator:	Airframe serial no:	Station:
Route from:	Inbound flight no:	
Route to:		

B	Safety/Cabin	Check (S/U/N)	Remarks
1	General Condition		
2	Cabin Crew's seats and safety harness		
3	First aid kit/Emergency Medical kit		
4	Portable Fire extinguishers		
5	Life jackets/Flotation device		
6	Passenger seat belts		
7	Emergency exit lighting and marking, emergency flashlights		
8	Slides/life-rafts (for long-range over water flights) and pyrotechnical distress signalling devices (as required)		
9	Oxygen supply (Cabin crew and passengers)		
10	Emergency Briefing cards		
11	Cabin crew members		
12	Access to emergency exits		
13	Safety of cabin baggage		
14	Seating capacity		

Inspected by:		Report No:

Revision date 15 August 2008

Attachment III – Sample Correspondence

File: 12345   XX August 2008

Mr. John Doe

Station Manager…..

XWZ Airline

Fax: 123456

Dear Mr. John Doe,

The [State CAA] conducts regular Ramp Inspections of Foreign Air Operators in [State]. These inspections are conducted under the authority of [State CAR XXX] which is in conformance with Article 16 of the ICAO Convention. The inspections are conducted using a detailed checklist which is based on certain aircraft operations Standards as contained in pertinent ICAO Annexes.

A routine Ramp Inspection was conducted on your flight XYZ123, aircraft registration X-XXXX, prior to its departure from XXX airport on [date]. Attached for your information is a copy of the report which contains minor finding(s). We would kindly request feedback on the report and that corrective action be taken by your airline within 30 days of receipt of this letter.

Yours sincerely,

[function] Civil Aviation Safety Inspector
NIGERIA.

DRAFT

File: 12345   XX August 2008

Mr. John Doe

Station Manager ……..

XWZ Airline

Fax: 123456

Dear Mr. John Doe,

The [State CAA] conducts regular Ramp Inspections of Foreign Air Operators in [State]. These inspections are conducted under the authority of [State CAR] which is in conformance with Article 16 of the ICAO Convention.   The inspections are conducted using a detailed checklist which is based on certain aircraft operations Standards as contained in pertinent ICAO Annexes.

A routine Ramp Inspection was conducted on your flight XYZ123, aircraft registration X-XXXX, prior to its departure from XXX airport on [date]. Attached for your information is a copy of the report which contains significant finding(s). We would request feedback on the report and that corrective action to be taken by your airline. As you will note below we have also provided a copy of this letter to your Civil Aviation Authority, who may also wish to provide comments concerning these finding(s).

We would request a reply within 30 days of receipt of this letter.

Yours sincerely,

[function] Civil Aviation Safety Inspector

[State]

CC: Mr. ……

Director General

[State CAA of aircraft operator and registration if different]

DRAFT

File: 12345   XX August 2008

Mr. ……
Director General
[Foreign CAA]

Dear Sir,

The [State CAA] conducts regular Ramp Inspections of Foreign Air Operators in [State]. These inspections are conducted under the authority of [State CAR XXX], which is in conformance with Article 16 of the ICAO Convention.   The inspections are conducted using a detailed checklist which is based on certain aircraft operations Standards as contained in pertinent ICAO Annexes.

A routine Ramp Inspection was conducted on XYZ airline, aircraft registration X-XXXX, prior to its departure from XXX airport on [date]. Attached for your information is a copy of the report which contains serious finding(s). Due to the serious nature of the finding(s) we would kindly request [Foreign CAA] investigation of this matter and information concerning the corrective action that will be undertaken by the airline to prevent a re-occurrence of these finding(s).   As an interim measure we will increase our surveillance of XYZ airline.

Your assistance with this matter is appreciated and we look forward to receiving the results of your investigation of this safety matter as soon as possible.

Yours sincerely,

Mr. XYZ …..
Director General
[State CAA]

CHAPTER 7
FLIGHT STANDARDS GROUP DOCUMENTS

1.0   PURPOSE

This chapter is to provide guidance and information on how the t hree (3) directorates that comprises the Flight Standards Group (FSG) work together to discharge their safety oversight responsibilities.

2.0   INTRODUCTION

2.1   The Flight Standards Group (FSG) within the Nigerian Civil Aviation Authority (NCAA) is a group of Directorates that have joint safety oversight responsibilities. The directorates are Directorate of Operations & Training (DOT), Directorate of Airworthiness Standards (DAWS), Directorate of Licensing (DOL).

2.2   The main focus of the FSG is to ensure coordination and communication through the harmonization of processes and safety standards that will ensure effective and efficient certification, licensing and surveillance of aviation organizations and personnel.

2.3   The FSG in carrying out its a ctivities will foster a culture of safety and o perate as a cohesive group under the directio n of the chairman. Efforts shall be m ade by the FSG to implement a n open and fair regulatory system. Staff development and empowerment through qualitative training system to improve their performance shall be one of the main focuses of the FSG.

2.4   The activities of the FS G shall be g uided by principles that will ensure the achievement of the NCAA vision and mission.

3.0   FUNCTIONS OF THE FLIGHT STANDARDS GROUP

3.1   The functions of the Fight Standards Group shall be:

> ➢   To carry out joint certification and surveillance of air operators - scheduled and non-scheduled and charter operators especially in areas of AOC, ATO and AMO.

> ➢   To ensure t he task of all technical directorates are carried out in a manner that conforms to highest standards of professionalism and integrity.

> ➢   To carry out planned audit of certificate holders and submit an annual report to the Director General.

> ➢   To advise the Director General on all operational matters relating to safety and investigation.

> ➢   To develop a Technical Guidance Materials (TGM) for the use of FSG inspectors.

➢ To specify and monitor operational safety standards in order to ensure compliance with international aviation safety standards.

➢ To liaise with internal and external organizations on matters that affects the NCAA.

➢ To ensure safety information to be circulated to the industry emanates from and is vetted by the FSG.

➢ To publish and circulate guidance materials to the industry.

➢ To submit periodic and analytical report of all certificated organizations to the Director General.

➢ To publish service standards on all the regulatory services of the FSG.

➢ To develop a document control system that will ensure efficient tracking of operators' documents within NCAA.

➢ To ensure that adequate and appropriate training is planned and conducted for the personnel in order to enhance the human capacity building within the FSG.

4.0   FLIGHT STANDARDS GROUP MEMBERS

4.1   All Aviation Safety Inspectors and Flight Operations Inspectors within the FSG are members but the sitting and permanent members of the FSG for the purpose of coordination and brainstorming at meetings shall be as follows:

1. Director of Operations & Training

2. Director of Airworthiness Standards

3. Director of Licensing

4. Head of Aeromedical Services

5. All Asst. General Manager on grade level 15

4.2   The FSG shall co-opt any other non-members for any assignment that requires expertise that is not within the FSG technical personnel.

5.0   FSG CHAIRMAN AND RESPONSIBILITIES

5.1   The FSG Chairman shall be a Director nominated by the Director General.

5.2   His responsibilities shall include:

(i)   To call and chair all meetings and provide direction for the FSG.

(ii)   To coordinate all the activities of the FSG.

(iii)   To control the budget for the FSG.

6.0   SECRETARIAT

6.1   There shall be a secretariat that will be domiciled in the Directorate of Airworthiness Standards (DAWS) to be headed by a Secretary whose responsibilities include:

(i)   To run the secretariat for the FSG.

(ii)   To prepare the FSG bi-monthly meetings.

(iii)   To ensure documentation of surveillance findings, management of the   findings and resolution of safety issues.

(iv)   To prepare a budget for approval by the FSG.

7.0   RESOURCES

7.1.1   The FSG shall rely on the advice and contribution of specialized units and committees from time to time as they are set up. Expert opinion from the industry will be welcomed by the group.

7.2   Legal Unit

7.2.1   The FSG shall rely on the Legal Unit of the CAA for all legal and enforcement related matters.

7.3   Examination Board

7.3.1   The FSG shall rely on the Examination Board of the NCAA on examination and licensing related matter.

8.0 AREAS OF JOINT ACTIVITIES

8.1 Air Operators Certification and continuing surveillance.

8.2 Certification of foreign air operators.

8.3 Operation of foreign registered aircraft in private category (issuance of FOCC and MCC).

8.4 Approval of Aviation Training Organisation (ATO).

8.5 Training and Licensing of Aviation Personnel.

9.0 FSG RELATIONSHIP WITH OTHER DIRECTORATES WITHIN THE AUTHORITY

9.1 FSG shall work with DATR on all economic related safety issues and the following areas:

(a) Provide information to DATR during phase 3 of AOC certification process for the processing of Air Transport Licence (ATL) and Air Operating Permit (AOP).

(b) Provide base inspection report of foreign air carrier for processing or Air Carrier Permit.

9.2 FSG shall work with Aviation Security and Directorate of Air space and Aerodrome Standards (DAAS) on matters related to approval of security manuals, dangerous goods manuals and others.

10.0 DOCUMENT TRACKING OFFICE

10.1 The FSG has established a Document Tracking Office and a document tracking system to track documents as they come into and out of the Authority for efficient service delivery.

CHAPTER 8

FSG PORTAL DOCUMENT TRACKING SYSTEM

ADMINISTRATIVE PROCEDURES IN FLIGHT STANDARDS GROUP

The Flight Standards Group is comprised of the following Directorates:

- Directorate of licensing
- Directorate of Operations and Training, and
- Directorate of Airworthiness Standards

DOCUMENTATION

The various directorates run common documentation system. All related incoming mails from the Document Tracking Office are received, signed for and registered in th e incoming/outgoing registers after which they are passed to the various Directors..

After assignment by the Director such documents are registered and dispatched to the appropriate Inspectors/Officers or filed as endorsed by the Directors. In like manner, all documents endorsed out by any other Inspector are sent to the appropriate Directorate's registry for recording and dispatch.

In compliance with the provisions of SERVICOM, the various Directorates strive to process documents within the Government stipulated 48 hour rule. However, this may not be possible with all documents. Requests for inspections, review of manuals, etc. would more often than not, requir e more than 48 hour rule to be processed.
The Document Tracking Office shall print a task due list to be handed over to the Chairman FSG, and Directors of individual directorates every first work day of the week. Other due task monitoring processes are contained in the FSG Portal Document Tracking System.

FUNCTIONS OF THE FLIGHT STANDARDS GROUP

1.0   DIRECTORATE OF LICENSING

1.0.1.   The Directorate has the following responsibilities, which it carries out in line with   Specific service targets:

1.0.1.1   To ensure that the goals and expectations set forth in the Nig. CARs are encouraged and enforced without imposing unnecessary regulatory burden on the Operators / industry and that the Authority's safe ty targets are achi eved by impleme ntation of th e DOL Policies and Procedures.

1.0.1.2   To ensure proper implementation of policies laid down, procedures and Acceptable practices in harmony with other Directorates, the corporate body, parent Ministry and ICAO.

1.0.2 TASKS AND RESPONSIBILITIES

1.0.2.0   To accomplish the above, the DOL inspectors and Licensing Officers will:

1.0.2.1   Assess flight test reports, flight manuals, and amendments thereto.

1.0.2.2   Investigate Mandatory Occurrence Reports including incident /accident follow-up and liaise with other relevant Directorates wit h the Authority and the Aircraft Accident Investigation Bureau.

1.0.2.3   Carry out Simulator and other training equipment / devices   evaluation for conformity with required standards.

1.0.2.4   Consider Training programs and syllabuses for approval.

1.0.2.5   Partake/Oversee actual Inspection Flight training for standard.

1.0.2.6   Issue free counselling where required or necessary

1.0.2.7   Conduct quarterly and periodic surveillance on pertinent Operator activities.

1.0.2.8   Maintain an effective liaison with specialist surveyors and assigned   Airworthiness Inspectors   to ensure a coordinated supervisory role with operators.

1.0.2.9   Provide advice and guidance on regulatory matters to other CAAs within the sphere of the above accountabilities.

1.0.2.10   Approval of personnel training, Flight Crew Training, cabin crew training, flight operation and loadmasters training institutions (ATO).

1.0.2.11   Approval of flight crew, cabin crew, Flight Dispatchers ,Air Traffic Controllers, Aeronautical Station Operators and Air Traffic Safety Personnel's syllabus and courses.

1.0.2.12   Appointment of designated examiners flight crew, cabin crew, flight operations, Air traffic controllers etc.

1.0.2.13   Examine a pplicants for m for issue, extension and/or validation of Aircraft Maintenance and Personnel Licenses.

1.0.2.14   Conduct Flight Crew Type Technical and other examinations and issue appropriate licences and ratings.

1.0.2.15   Conduct ca bin crew type technica l examination(s) and issu e/renew appropriate lice nses and ratings.

1.0.2.16   Conduct flight operation type technical examination(s) and issue/renew appropriate licences and ratings.

1.0.2.17   Conduct validation/evaluation of foreign licences (AMEL, pilots and flight engineers(s).

2.0 DIRECTORATE OF OPERATIONS/TRAINING FUNCTIONS

2.0.1   The Directorate of Operations and Training is responsible for the following functions:

2.0.1.0   Certificate of Air Operators in Nigeria

2.0.1.1   Maintenance of AOC files and record of all operators and their operating crew

2.0.1.2   Approval and surveillance of AOC holder's Training Organizations

2.0.1.3   Issuance, renewal or variation of Air Operators Certification, Operations

2.0.1.4   Specifications, Flight Operations Clearance Certificates and other certificates   prescribed by the regulations.

2.0.1.5   Periodically organizing seminars and workshop s to educate operators on the industry best practices.

2.0.1.6   Issuance of specific authorization and limitations e.g. ETOPS, RNP, RVSM, AW OP, MNPS, RNAV, CAT II, Dangerous Goods transportation etc.

2.0.1.7   Approval/Designation/Supervision, of Inspectors, Check Pilots/Flight Engineers Aut horized Examiners for the Flight Crew, Cabin Crew, Dispatchers and Load masters of the AOC holders.

2.0.1.8   Investigation of violations, Air Misses and other incidents

2.0.1.9   Making recommendations concerning enforcement actions.

2.0.1.10 Conducting Proficiency Checks for Flight Crew.

2.0.1.11   Evaluation and Approval of Simulators and other training devices/equipment.

2.0.1.12   Development, revision and implementation of regulations, standard and guidance materials on flight and ground operations as well as cabin safety.

2.0.1.13   Setting up and monitoring of all training standards, including ground school, drills and other training programs applicable to Pilots, Flight Engineers, Aircraft Maintenance Engineers, Cabin Crew, Flight Operations Officer to ensure compliance with Nigeria CARs and ICAO SARPs.

2.0.1.14   Carry out the following inspections on AOC holders, Flight Deck/ Cabin Ramp,   Flight Deck/ Cabin En-Route, Station, Base, Demo Flight, Airport, Dangerous Goods, Passenger Handling, Hajj Operations, Training Facility, O perational control, Aircraft (Pre-Arrival) and Training-in-Progress, Flight Records, Crew Duty and Rest Records.

2.0.1.15   Approval and continuous review of   operator's pertinent documents e.g. MELs, AOMs, Operations, Maintenance and Training Manuals, Operating Instructions etc.

2.0.1.16   Approval of Cabin Crew Initial, Recurrent, Refresher, Conversion, Instructor's Qualification and Re-qualification trainings.

2.0.1.17   Approval of Dangerous Goods and Human Performance and Limitation trainings.

2.0.1.18   Approval of Dispatchers' and Loadmasters' Initial and Recurrent trainings.

2.0.1.19   Approval of Flight Crew Initial, Instrument, Type Rating and Recurrent trainings.

2.0.1.20   Continued Surveillance and inspection of all   AOC holders, to ascertain each holders' competence to continue exercising the privileges of the certificate.

2.0.1.21   Isolating systemic faults in AOC holders' operations and providing information concerning safety issues needing resolutions.

2.1   TASKS AND RESPONSIBILITIES

2.1.1   The Directorate of Operations and Training is responsible for the following tasks:

2.1.0.1   Certification process of air operators and issuance of the air operator certificate (AOC) and operations specifications (OPSPECS)

2.1.0.2   Monitoring and updating AOC files and records of all operators.

2.1.0.3   Exercising continuing surveillance and inspection of operations for the purpose of making recommendations regarding the issue of the AOC and the associated operations specifications and the operator's competence to continue to exercise the privileges of the certificate;

2.1.0.4   Development and/or revision of specific operating regulations

2.1.0.5   Certification of general aviation operations

2.1.0.6   Supervision of commercial air operators and legal action/information regarding deficiencies

2.1.0.7   Issuance of specific authorizations and limitations (ETOPS, RNP, RVSM, AW OP, MNPS, RNAV, transport of dangerous goods).

2.1.0.8   Making recommendations concerning appropriate enforcement action.

2.1.0.9   Approval of personnel training, flight crew training, cabin crew training, flight operations and loadmaster training including syllabi and courses of AOC holders

2.1.0.10   Approval and surveillance of AOC holders Training Organization.

2.1.0.11   Carrying out Simulator and other training equipment/devices evaluation for conformity with required standards.

2.1.0.12   Approval, designation and supervision of inspectors, examiners, flight crew, cabin crew, flight operations officers and loadmasters of AOC holders

3.0   AIRWORTHINESS FUNCTIONS

3.0.1   Conduct inspections and carry out auditing functions;

3.0.2   Prepare detailed reports on inspections and auditing activities;

3.0.3   Enforce compliance with airworthiness regulations and directives;

3.0.4   Report breaches of regulations and directives to the appropriate authority within the NCAA;

3.0.5   Report defects noted to aircraft operators / owners / type certificate holders and approved airworthiness organizations for remedial action;

3.0.6   Conduct, in co-operation with members of the NCAA Operations Directorate, operator certification inspections;

3.0.7   Inspection of aviation fueling equipment and procedures;

3.0.8   Monitoring airworthiness certifications and ensuring that they are carried out by persons who are properly authorized, and that the certifications made are for the purpose and in accordance with the requirements of the applicable airworthiness regulations;

3.0.9   Monitoring the implementation of the relevant airworthiness regulations issued by the NCAA ;

3.0.10   Familiarizing himself with the content of all Airworthiness Directives, service bulletins and similar documents in respect of the aircraft (including power-plants) and equipment and monitoring the extent of implementation;

3.0.11   Reviewing engineering procedure manuals, making recommendations in respect of amendments which may be required by the NCAA prior to approval of the manual;

3.0.12   Undertaking liaison with other inspectors regarding recommendations in respect of issue and renewal of Certificates of Airworthiness, checking all documents associated with the above including the flight manual amendment status and airframe and engine log books. Checking that all relevant work carried out, and authorizing release for test flight of aircraft and avionics installation, ensuring that the resulting reports are satisfactory and in accordance with the NCAA requirements;

3.0.13   Approval of preventive maintenance programs;

3.0.14   Monitoring approved operator maintenance training programs;

3.0.15   Conducting inspections of operator's route station facilities;

3.0.16   Adherence to and responding promptly where necessary to all orders/notices/circulars issued by the DAWS;

3.0.17   Using initiative to pursue any matter that needs to be attended to by the NCAA in the interest of air safety and for efficiency of the system;

3.0.18   Ensuring that confidentiality is always maintained;

3.0.19   Maintaining a constant dialogue with operators and officials in the aviation industry on professional matters in order to keep up to date with latest developments;

3.0.20   Review, coordination and recommendation of final action on requests for validation of a type certificate;

3.0.21   Evaluation of equipment and materials to be used in aircraft construction and modifications to ensure their conformity with NCAA specifications;

3.0.22   Investigation of unsatisfactory occurrences to identify and prepare the necessary design, maintenance and operational corrections;

3.0.23   Evaluation of proposals pertinent to the design and modification of systems, instruments and equipment, including their installations;

3.0.24   Evaluations of the proposals for major repairs to aircraft and its components, power-plants, propellers, etc.;

3.0.25   Processing of all airworthiness directives initiated by the manufacturers and operators in the State and review of airworthiness directives issued by the manufacturers of imported aircraft, and recommending implementation action thereon;

3.0.26   Investigation of major problems relating to structural defects;

3.0.27   Evaluation of reports of accidents, incidents and malfunctions with a view to determining trends for possible unsatisfactory design features. Identification of those cases affecting safety in operations. Determination of the need for airworthiness directives outlining mandatory corrective actions and compliance periods;

3.0.28   Monitoring of aerodynamic performance, structural integrity and system functioning of aircraft in service and surveillance of failures and service difficulties to initiate improvement and corrective programmes;

3.0.29   Serving as the focal point on matters concerning import and export airworthiness certificates and approval of civil aeronautical products;

3.0.30   Provision or loan of staff experts to assist in the investigation of aircraft accidents as and when required;

3.0.31   Providing administrative support and assisting in the discharge of other functions related to airworthiness; and

3.0.32   Conduct routine surveillance of work being performed in the hangars, workshops and repair facilities;

4.0   DOCUMENT TRACKING OFFICE FUNCTIONS

4.01   Receipt and registration of all correspondences addressed to the Authority.
All correspondences addressed to the Authority are submitted at the DTS office where they are received and registered manually and electronically. Each FSG directorate has a notebook and system dedicated to it and correspondences are logged in as sorted out by the officer.

4.0.2   Distribution of the registered correspondences.
The received documents are distributed to the different directorates within 15 minutes of receipt and they are signed for by the recipients of the concerned directorate.

4.0.3   Follow up on the correspondences.

4.0.3.1 It is expected that mails would have been attended to within 48 hours except in the cases of manuals and other special cases that may require decision of a larger group, higher authority or even a process that requires more time. However, within the 48 hours, some action would have been taken and this is recorded against a date and the handling officer.

4.0.3.2   Previously distributed correspondences are tracked daily until action is concluded.

4.0.4   The dispatch of all correspondences going out of the Authority.

These correspondences are received and signed for in the DTS for onward transmission to the addressees.

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1. PROCEDURES FOR AIR OPERATORS/APPROVED MAINTENANCE/APPROVED TRAINING ORGANISATIONS

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
2	**FOCC/MCC (Operations & Airworthiness)**	Initial Application:				
		Payment of applicable fees	48 hrs	48 hrs	CPM	ASI
		Demonstration/Inspection	7days	5 days	CPM	ASI
		Certification	3days	2 days	DAWS/DOT	ASI
3	AMO (Local)	Initial Application:	48 hrs		CPM	
		Payment of applicable fees	48 hrs	20 days	CPM	ASI
		Formal Meeting – Conveyance of Resolutions	48hrs	20 days	CPM	ASI
				20 days	CPM	ASI
		Document evaluation/manuals approvals	30 days	20 days		ASI
		MP	30 days			
		MCM	30 days			
		MPM	30 days		CPM	
		Quality/Safety Manual		5 days	CPM	ASI
				5 days		ASI
		Demonstration/Inspection	7 days			
		Personnel Requirement	7 days		CPM	
		Facilities and equipment		5 days	CPM	ASI
				3 days		
		Certification	7 days			
		Operations Specifications	5 days			
		Certificate release				
4	AMO (International)	Initial Application	48 hrs	48 hrs	CPM	ASI
		Payment of applicable fees	48 hrs	48 hrs	CPM	ASI
		Document Evaluation/Manuals	7 days	10 days	CPM	ASI
		MPM	7 days	5 days	CPM	ASI
		MCM	7 days	5 days	CPM	ASI
		MP	7 days	5 days	CPM	ASI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
		Demonstration/Inspection	7 days	5 days	CPM	ASI
		Personnel Requests	2 days	N/A	CPM	ASI
		Facilities/Equipment Requirements	3 days	N/A	CPM	ASI
		Certification				
		Operations Specifications	3 days	N/A	CPM	ASI
		Certificate Release	2 days	2 days	CPM	ASI
5	Registration of AC/Replacement of lost certificate of Registration/Maint-enance and other registration matters (deregistration)	Initial Application	48 hrs	48 days	DAWS	ASI
		Payment of Applicable Fees	48 days	48 days	DAWS	ASI
		Documentation/Evaluation	48 days	48 days	DAWS	ASI
		Ministerial Approval	48 days	48 days	DAWS	
		Type Validation (if applicable)	30 days	30 days	GM(ASA/AOC & S)	ASI
		Issue of C of R	48 days	48 days	DAWS	
6	Issue/Renewal of Certificate of Airworthiness (C of A), Maintenance Clearance Certificate (MCC) and Export C of A	Initial Application	48 hrs	48 hrs	GM (AOC & S)	ASI
		Payment of Applicable Fees	48 hrs	48 hrs	ASI	ASI
		Submission of Formal Application and Attachment (e.g. Airworthiness Forms)	48 hrs	48 hrs	ASI	ASI
		Interrogation of A/C records	48 hrs	48 hrs	ASI	ASI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
7	Issue of Ferry Permit/Special Flight Permit	Initial Application		48 hrs	GM (AOC & S)	ASI
		Payment of Applicable Fees	48 hrs	48 hrs	ASI	ASI
		Formal Application and attachments	48 hrs	48 hrs	ASI	ASI
		Interrogation of Documents at briefing (if applicable)	48 hrs	48 hrs	ASI	
		Issue of Ferry Permit/Special Permit	24 hrs	24 hrs	ASI	
8	Issue of Noise Certificate	Initial Application				
		Payment of Applicable Fees	48 hrs	48 hrs	GM(ASA)	ASI
		Formal Application and attachments	48 hrs	48 hrs	ASI	ASI
		Interrogation of Documents	48 hrs	48 hrs	ASI	ASI
		Issue of Noise Certificate	48 hrs	48 hrs	ASI	ASI
			48 hrs	48 hrs	DAWS	
9	Type Certificate/Supplemental Type Certification Acceptance	Initial Application				
		Payment of Applicable Fees	48 hrs	48 hrs	GM (ACCA)	ASI
		Formal Application & Attachments	48 hrs	48 hrs	ASI	ASI
		Document Interrogation/Aircraft Survey	7 days	5 days	ASI	ASI
		Acceptance of Type Certificate/Supplemental Type Certificate	7 days	5 days	ASI(S)	ASI (S)
			7 days	5 days	GM (ACCA)	
		Issue of Acceptance Type Certificate/ Supplemental Type Certificate	5 day	5 days	DAWS	

No	Tasks	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
10	Approval of Modification/Repair on A/C	Initial Application	48 days	48 days	GM (ASA)	ASI
		Payment of Applicable Fees	48 days	48 days	GM(ACCA)	ASI
		Formal Application and Attachments	48 days	48 days	ASI	ASI
		Interrogation of Aircraft Records	7 days	5 days	ASI	ASI
		Analysis of Modification/Repair Detail	14 days	10 days	ASI	ASI
		Issue of Provisional Airworthiness Approvals	8 hrs	48 hrs	GM(ACCA)	
		Notification of Supervision of Installation and Poor Installation Performance	48 hrs	48 hrs	ASI	ASI
11	Pre-importation Inspection of Aircraft and Maintenance Base Inspection	Initial Application	48 hrs	48 hrs	DAWS/GM(AOC & S)	ASI
		Payment of Applicable Fees	48 hrs	48 hrs	GM(ASA)/ASI ASI	ASI
		Formal Application and Attachments	48 hrs	48 hrs	ASI	ASI
		Aircraft document Interrogation & Survey at Base	72 hrs	72 hrs		ASI
		Report on Aircraft Record	48 hrs	48 hrs	DAWS/GM (ASA)	
		Issuance of Certificate C of A and MCC	48 hrs	48 hrs	ASI	ASI
12	Approval of Aircraft Post Distributors	Initial Application	48 hrs	48 hrs	DAWS/GM (ACA)	ASI
		Payment of Applicable Fees			ASI	
		Formal Application	48 hrs	48 hrs	ASI	ASI
		Document Evaluation	48 hrs	48 hrs	ASI	ASI
		Demonstration and Inspection	30 days	30 days		ASI
		Personnel Requirements			ASI	
		Facilities and Equipment.	7 days	7 days	ASI	ASI
			7 days	7 days		ASI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
		Certification Issue of Approval	7 days	7 days	ASI	ASI
14	Search For Technical Information	Initial Application	48 hrs	48 hrs	DAWS/GM	ASI
		Payment of Applicable Fees	48 hrs	48 hrs	ASI	ASI
		Issue Technical Search Report	5 days	5 days	ASI	ASI
15	Approval of Maintenance Programme	Formal Application and Attachments	48 hrs	48 hrs	DAWS/GM (ACCA/ ASA)	ASI
		Cursory Review of Documents	48 hrs	48 hrs	ASI	ASI
		Review of Documents	14 days	14 days	ASI	ASI
		Follow up on documents	7 days	7 days	ASI	ASI
		Recommendation for Approval	48 hrs	48 hrs	ASI	ASI
		Issue of Approval Page	48 hrs	48 hrs	ASI	ASI
16	Approval of Minimum Equipment List (MEL)	Formal Application and Attachments	48 hrs	48 hrs	DAWS/GM(AOC &S)	ASI
		Cursory Review of Documents	48 hrs	48 hrs		ASI
		Review/Evaluation of Documents	14 days	14 days	ASI	ASI
		Follow-ups of Evaluation Process	14 days	14 days	ASI	ASI
		Recommendation for Approval	48 hrs	48 hrs	ASI GM(AOC & S)	ASI
		Issue of Approval Page	48 hrs	48 hrs	GM(ASA) GM(ACCA)	ASI
		Approval	48 hrs	48 hrs	ASI GM(ASA)	ASI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
17	Approval of MCM	Formal Application and attachments	48 hrs	48 hrs	DAWS/GM (AOC & S)	ASI
		Cursory Review	48 hrs	48 hrs	ASI	ASI
		Review/Evaluation	14 days	14 days	ASI	ASI
		Follow-up on Review/Evaluation	14 days	14 days	ASI	ASI
		Recommendation for Approval	7 days	7 days	GM (ACCA)	ASI
		Issue Approval Page	48 hrs	48 hrs	ASI	
		Approval	48 hrs	48 hrs	DAWS/GM (AOC &S/ ACCA)	ASI
18	Approval of MPM	Formal Application and Attachments	48 hrs	48 hrs	DAWS/GM AOC & S	ASI
		Cursory Review	48 hrs	48 hrs	ASI	ASI
		Review/Evaluation	14 days	14 days	ASI	ASI
		Follow-up on Evaluation Process	14 days	14 days	ASI	ASI
		Issue of Approval Page	48 hrs	48 hrs	ASI	
		Approval/Certification	48 hrs	48 hrs	GM(AOC & S)	
		<u>Facilities & Equipments</u> Certification	7 days	7 days	CPM	
		Operations Specifications	7 days	7 days	CPM	ASI
					CPM	ASI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
19	AMO Variation/ Renewal	Formal Application	48 hrs	48 hrs	GM(ASA/ACCA)	ASI
		Payment of Applicable Fees	48 hrs	48 hrs	"	ASI
		Document Evaluation	14 days	14 days	ASI	ASI
		<u>Demonstration and Inspection</u>				
		Personnel Requirements	7 days	7 days	ASI	ASI
		Facilities and Equipment	7 days	7 days	ASI	ASI
		<u>Certification</u>				
		Operations Specification	7 days	7 days	GM (ASA)	ASI
		Certificates	48 hrs	48 hrs	DAWS	
20	Purchase of Log Books	Formal Application	48 hrs	48 hrs	DAWS	
		Payment of Applicable Fees	48 hrs	48 hrs	DAWS (Reg)	
		Issuance of Log Books	10 days	10 days	DAWS Admin Officer	DAWS Registry
21	Continuous Review and Approval of Manuals	Application and Submission Review Approval	15 days 2 days	10 days 2 days	POI DOT	POI

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
22	**Certification of Approved Training Organisation (Licensing)**	Initial Application				
		Payment of applicable fees	48 hrs	48 hrs	APM	ASI
		PATOPS meeting – conveyance of resolutions	48 hrs	48 hrs	APM	ASI
		Formal meeting – conveyance of resolutions	48 hrs	48 hrs	APM	ASI
		Document evaluation/manuals approvals				
		ATO Personnel:	5 days	2 days	APM	ASI
		Management Personnel Records	5 days	2 days	APM	ASI
		Lease Agreements and Contracts	5days	2 days	APM	ASI
		Training agreement with another ATO	10 days	5 days	APM	ASI
		Draft training specifications	10 days	5 days	APM	ASI
		Training Procedures Manual		5 days	APM	ASI
		Quality Control Policy and Procedures Manual	10 days	5 days	APM	ASI
		Approved Programme for Maintenance and Inspection of Aircraft	30 days	15 days	APM	ASI
		Simulators and Flight Training Devices	30 days	7 days	APM	ASI
		Training Programmes	15 days	2 days	APM	ASI
			5 days			
		Demonstration/Inspection		3 days	APM	ASI
		Facilities and Equipment:	7 days	3 days	APM	ASI
		Training Facilities	7 days	3 days	APM	ASI
		Aircraft Used for Training	7 days	3 days	APM	ASI
		Equipment Used for Training	7 days	3 days	APM	ASI
		Record keeping Systems	7 days	3 days	APM	ASI
		Flight Simulators and FTD	7 days			
		Quality Control System				
		Observation of conduct of Actual Training		3days	APM	
			7 days	1day		ASI
		Certification:			DG/CEO	
		Training Specifications	2days			
		Certificate Release				

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
23	**Designation/Approval of Check Airmen**	Initial Application	48 hrs	48 hrs	DOT	POI
		Payment of Applicable Fees	48 hrs	48 hrs	POI	POI
		Document Evaluation	48 hrs	48 hrs	POI	POI
		Demonstration/Inspection	48 hrs	48 hrs	POI	POI
		Certification:	48 hrs	48 hrs	DOT	
24	**Evaluation/Approval of Simulator and other Training Devices/ Equipment (Foreign)**	Initial Application	48 hrs	48 hrs	DOT	POI
		Payment of Applicable Fees	48 hrs	48 hrs	POI	POI
		Document Evaluation	48 hrs	48 hrs	POI	POI
		Inspection	10 days	10 days	POI	POI
		Certification	2 days	1 day	DOT	
25	**Evaluation/Approval of Training Devices and equipment (Local)**	Same as no. 23 above except : Inspection	3 days	3 days	POI	POI
26	**Approval of Flight Crew, Cabin Crew and Dispatchers' Initial, Recurrent and Other Trainings.**		48 hrs	48 hrs	DOT	POI
			48 hrs	48 hrs	POI	POI
		Initial Application	48 hrs	48 hrs	POI	POI
		Document Evaluation	Duration specific		POI	POI
		Payment of Applicable Fees				
		Demonstration/Inspection/Monitoring of Standards				
			2 days	1 days	DOT	
		Certification				

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
27.	**Personnel Licensing Process**	Initial Issue				
		Application for issue	48 hrs	24 hrs	ASI	ASI
		Verification of Documents	48 hrs	24 hrs	ASI	ASI
		Evaluation of Application	48 hrs	24 hrs	ASI	ASI
		Payment of appropriate fees	48 hrs	24 hrs	ASI	ASI
		License Processing	48 hrs	24 hrs	ASI	ASI
		Issue of License	48 hrs	24 hrs	ASI	ASI
		Renewal	48 hrs	24 hrs	ASI	ASI
		Application for issue	48 hrs	24 hrs	ASI	ASI
		Verification of Documents	48 hrs	24 hrs	ASI	ASI
		Evaluation of Application	48 hrs	24 hrs	ASI	ASI
		Payment of appropriate fees	48 hrs	24 hrs	ASI	ASI
		License Processing	48 hrs	24 hrs	ASI	ASI
		Issue of License				
		Re-Issue	48 hrs	24 hrs	ASI	ASI
		Application for issue	48 hrs	24 hrs	ASI	ASI
		Verification of Documents	48 hrs	24 hrs	ASI	ASI
		Evaluation of Application	48 hrs	24 hrs	ASI	ASI
		Payment of appropriate fees	48 hrs	24 hrs	ASI	ASI
		License Processing	48 hrs	24 hrs	ASI	ASI
		Issue of License				
		Knowledge Testing:	48 hrs	48 hrs	ASI	
		Application for issue	48 hrs	48 hrs	ASI	ASI
		Verification of Documents	48 hrs	48 hrs	ASI	ASI
		Evaluation of Application	48 hrs	48 hrs	ASI	ASI
		Payment of appropriate fees	72 hrs	48 hrs	ASI	ASI
		Booking of Examination	48 hrs	48 hrs	ASI	ASI
		Conduct Examination	7 days	3days	APM	ASI
		Grade Examination		1day		
		Processing result	2days		DG/CEO	ASI
		Issue Result				

No	Task	Requirements	Time Out	Tracking Starts	Action Required	Desk Officer
28	**Certification of Approved T raining Organisation (Licensing)**	Initial Application				
		Payment of applicable fees	48 hrs	48 hrs	APM	ASI
		PATOPS meeting – conveyance of resolutions	48 hrs	48 hrs	APM	ASI
		Formal meeting – conveyance of resolutions	48 hrs	48 hrs	APM	ASI
		Document evaluation/manuals approvals				
		ATO Personnel:	5 days	2 days	APM	ASI
		Management Personnel Records	5 days	2 days	APM	ASI
		Lease Agreements and Contracts	5days	2 days	APM	ASI
		Training agreement with another ATO	10 dpm	5 days	APM	ASI
		Draft training specifications	10 days	5 days	APM	ASI
		Training Procedures Manual	10 days	5 days	APM	ASI
		Quality Control Policy and Procedures Manual	30 days	5 days	APM	ASI
		Approved Programme for Maintenance and Inspection of Aircraft	30 days	15 days	APM	ASI
		Simulators and Flight Training Devices	15 days	7 days	APM	ASI
		Training Programmes	5 days	2 days	APM	ASI
		Demonstration/Inspection	7 days	3 days	APM	ASI
		Facilities and Equipment:	7 days	3 days	APM	ASI
		Training Facilities	7 days	3 days	APM	ASI
		Aircraft Used for Training	7 days	3 days	APM	ASI
		Equipment Used for Training	7 days	3 days	APM	ASI
		Record keeping Systems	7 days	3 days	APM	ASI
		Flight Simulators and FTD				
		Quality Control System				
		Observation of conduct of Actual Training	7 days	3days	APM	
						ASI
		Certification:	2days	1day	DG/CEO	
		Training Specifications				
		Certificate Release				

CHAPTER 9

FSG PORTAL DATABASE

1.0   INTRODUCTION

OVERVIEW OF THE SOFTWARE

FSG PORTAL database is designed to meet the industry's required standards, the Federal Government of Nigeria service delivery principle and the requirements that a safety oversight organization needs to reach its programmed potential. It tracks Safety Inspector's records and has special features that make it unique in its flexibility and user interactivity. The aim is to collect and track information about specific functions. This software is based on the Nigerian Civil Aviation Authority's prescribed standards used for work and document tracking.

Resolution of Safety Issues is listed in the ICAO Safety Oversight Manual as the eighth critical element of safety oversight. Both ICAO and NCAA are looking at the methods of resolution and the results (records) of the resolution process. During an audit, the records of identified safety issues and their resolution are always required to be show-cased as a proof of effective safety oversight by the respective State. Those records are very important to the credibility and effectiveness of the State's safety oversight program.

In essence the bottom line is Recordkeeping, with adequate and available records of inspectors' activities, evaluations, analysis, inspections and resolution of safety issues, the NCAA Director General can be confident of the quality and effectiveness of the safety oversight program.

The FSG PORTAL database is basically similar to those developed for the advanced safety oversight organizations and has the capabilities incorporated in most of the solutions developed for similar functions in other parts of the world. The database software program can also be easily modified to seamlessly link and interface with existing databases and new databases or software.

This database provides a user-friendly method for inspectors to report their activities and make evaluations in a professional, standardized and timely manner. It is configured to make the required entries through interactive entries, based on assumptions previously experienced by the inspectors in safety oversight projects.

Finding a way to work together to determine where synergy exists has been the vision of the Director General of the Nigerian Civil Aviation Authority. Modernization may seem like a nebulous word in IT circles, where constant innovation is the rule rather than the exception. But at a time when organizations responsible for data center become as important as improving technological capabilities and cutting costs. This database has influenced broader online data integration and collaboration. FSG Portal has clearly taken full advantage of deriving optimum returns on IT investment and users are positioned to take full implementation of offloading FSG critical data transactions with the industry from paper to soft copies in a strategic business transformation model in all the future enhancement/releases.

> **NOTE:** Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

MODULES INCORPORATED IN THE FSG PORTAL

(1.)   Document Tracking System
(2.)   Certificate Information Database
(3.)   Aircraft Database Register
(4.)   Inspector's Work Database
(5.)   Incident and Accident Reporting
(6.)   Report
(7.)   Legal Documents
(8.)   Alert System

INITIAL TRAINING REQUIREMENTS

DOCUMENT CONVENTIONS

This document assumes familiarity with basic functions like opening up a browser, enter *URL* on the address bar, click, right-click and double-click, and acquaintance with the basics of the operating system you are using. It also assumes a certain degree of expertise using FsgPortal and buttons like OK, Send, Edit or Cancel.
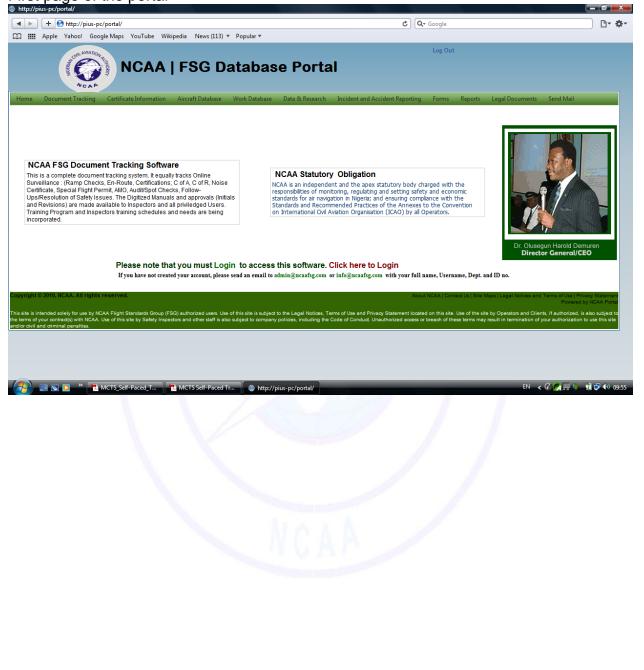
In addition, this Training (end user, management and Systems Administrator) is also available to ensure that all participants understand the methods of entry, viewing, editing, reporting and moving around in the system. The training can be provided on-site or at a remote site, depending on the location. The software assumes that the inspector does not like to make data entries and is not proficient in the use of computer record keeping. Therefore this software makes these entries easy as:

1.   The user inspector will be able to make many records with just 5 mouse clicks.

2.   It also employs drop-down menu selections that are accurately named to provide inspectors hints on its usage and as a result, most entries in these fields are just 2 mouse clicks.

3.   It is user-friendly to inspectors and it gets the maximum number of records from these Inspectors in minutes.

In addition, some of the screen representations have been captured and a small image frame has been painted around the control (the name that screen items have in the user interface) that is referenced in the near surrounding text. The control has been magnified, as in the example below, to increase reading.
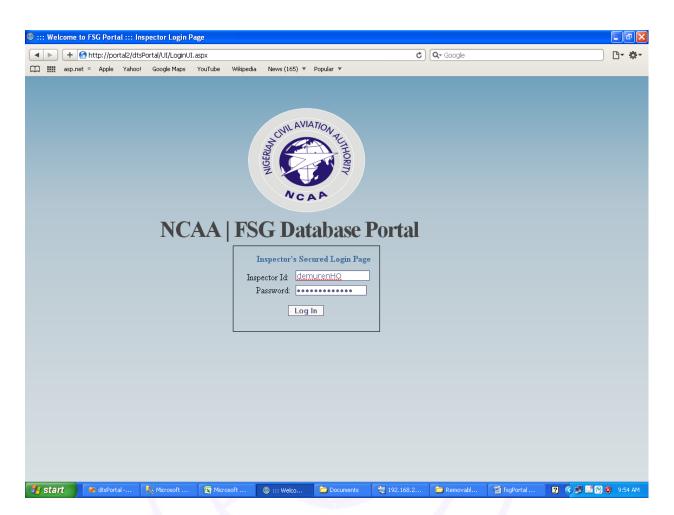
NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

First page of the portal

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

User Friendly Capabilities

The above is the first page that will be fired on your browser when a request is made to the FSG Portal web application. This is designed to make entries to the portal simple but highly secured to achieve high level database integrity with the highest possible means.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Username and Password
The FSG PORTAL database user login page has a two textboxes where user id and the password of all FSG Safety Inspectors will be required.

To login

1. Type in your inspector ID
2. Enter your Password (*default password is* **@Inspector**)
3. Click on Login button
4. Inspector can Change his or her password after login from the **"change password"** button

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Home page

DOCUMENT TRACKING

Tracking an inspector's activities and entries into the database is a critical priority for Flight Standards Group (FSG).

This database is designed to collect records for each day that an inspector is on-duty, off-site or on-site.

Inspector Pending Activity Page displays on the left hand side, number of document(s) the inspector is involved in, and on the right side has the pending task and assignments on his desk.

Management of documents that comes into the NCAA is essential to its safety oversight activities. The database is designed to track the movement of these documents within the FSG and from desk to desk taking into consideration the date received and the suspense time.

The software allows Document Tracking Office to enter new document that comes into the NCAA and monitor the movement within FSG as well as the final action.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

To post a new document to FSGPortal database;

1. Navigate through **Document Tracking** menu item,
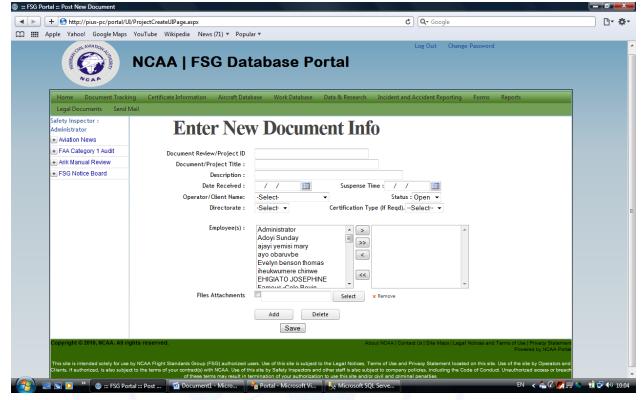
2. Move your cursor over **Document Management** item

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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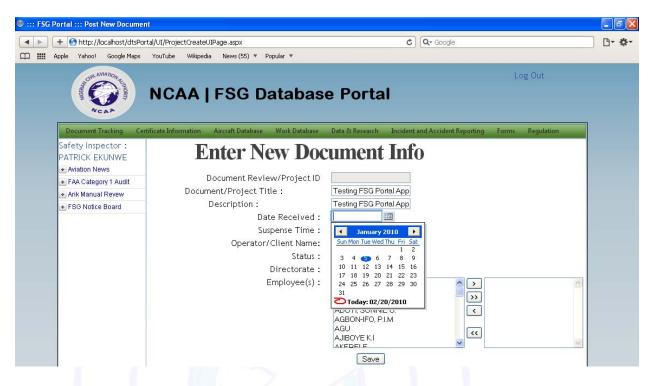
3. Select **Post New Document** and you will see the page as shown below:

4. The **Document Review/Project ID** textbox is a read-only textbox which automatically generates a unique identifier for the new posted document. Please note that this would not show until the department the document will go to is selected from the **Directorate** dropdown list-box.

5. Enter the title of the document into the **Document/Project Title** textbox. This is usually the Subject matter of the memo mail from the operators/clients.

6. Type in a brief description of the document into the **Description** textbox.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

7. Select the Date Received from the date selector image or type in the date directly to the textbox

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NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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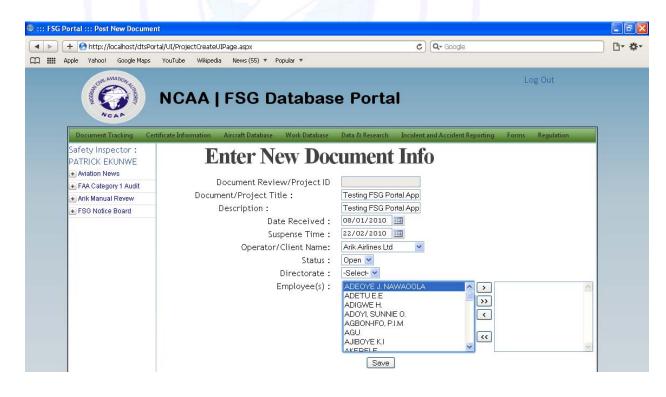
8.   Select the **Operator/Client Name** from the operators/client name dropdown list.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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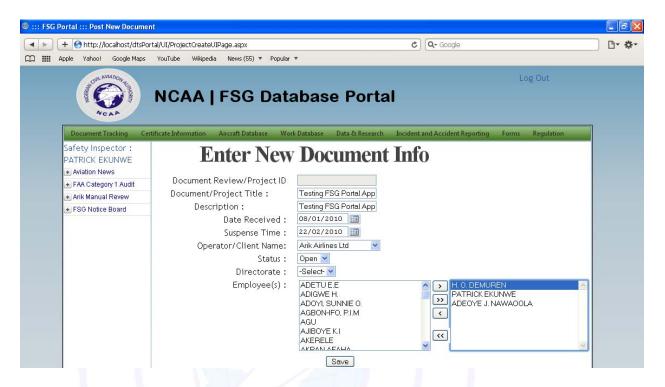
9. Select the recipient Directorate the document will be sent to

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

10. Select Employees in the Directorate that will work on the project.

11. Use the single right-faced arrow to move Inspectors to project/document and click the **Save** button.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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12. If any text box(es) has not been entered, an alert will be raised to inform you which information is expected to be entered.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Edit an Existing Document

Sometimes, users may wish to edit documents entered by them so as to update the documents registered earlier.

1. Click on **Edit Existing Document** from **Document Tracking** Menu under **Document Management** child item.

2. Select the Project ID

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.
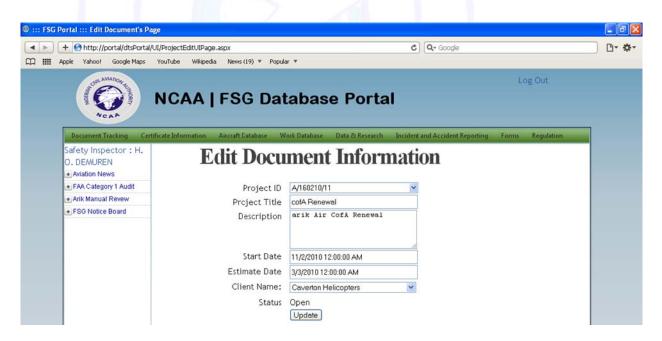
3. Enter project title and description.

4. Change Operator by selecting operator/client from the dropdown list
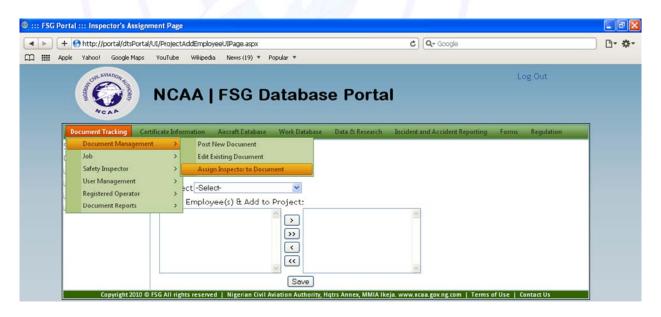
5. Click Update to effect the changes made on the document

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Asign Inspector to Document/Project

1. Click on **Document Tracking** menu and navigate document management and click on assign Inspector to Document

The screen below appears

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2. Select the project title from the drop down menu list

3. On the screen as seen on the image below, select the **Document/Project** you want to asign to an Inspector(s).

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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4. Select the Inspector you wish to add to the project/document, use the single arrow point right to move the Inspector(s) to the project.

5. Click **Save** botton to save it to the database.
Please note that inspector that is not added to a project cannot edit or work on the document and the document cannot be forwarded to him/her.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

A notification appears in green colour indicating "Inspector(s) added" .
This confirms that you have successfully added inspector(s) a job task.

Starting a Job/Task/Assignment
There must be a document/project already posted that needs to be assigned to an inspector to work on. Before you click on this, you must be involved on a project/document before you can deligate it to anyone else. So, having met the requirements and you wish to assign someone else to work on a project, do the following:

1. Click on **Document Tracking** menu,

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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1. Move your mouse over to **Job**, from the child menu, navigate to **Start a Job,** and click on it. The screen below appears.

2. Job/Task ID will be provided automatically,

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

3. Enter the Job/Task Name

4. Enter the Job/Task Description

5. select the **Document/Project** you want to asign to an Inspector or Inspectors from the drop down list.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

6. Select the **Inspector** you wish to assign the job task to the project/document from the user dropdown list.

7. Select the Start Date

8. Select the Estimated End Date, and

9. Click **Create Task** botton save it to the database and the assigned Inspector(s) will find the assigned job whenever they login.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Edit a Job/Task/Assignment

1. Click on **Document Tracking** menu,

2. Move your mouse over to **Job**, from the child menu, navigate to **Edit Existing Job** and click on it, see screen shot below

If you are not assigned any Job/Assignment(s) the system will give you a message as shown below:

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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3. Select the Job/Task ID of the job you wish to select,

4. Job/Task Name will be provided automatically

5. When all fields are completed click on update to effect changes made
   See screen shot below

6. Job/Task Description will be provided automatically

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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7. The **Document/Project** an Inspector have been assigned to will be provided automatically

8. The **Inspector Name** will be provided automatically

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

9. The **Start Date** will be provided automatically

10. The **Estimated End Date** will be provided automatically

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NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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11. Click **Update** botton save it to the database.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

HOW TO ADD, EDIT AND REMOVE INSPECTOR/USER FROM THE PORTAL
Add Inspector/User from the portal
Please note that this menu option is available to administrators only.

1. From the **Document Tracking** menu, navigate through to Safety Inspector and select **Add Inspector** from the right menu

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2. Inspector ID will be provided automatically

3. Enter the Inspector's Name

4. Enter the Inspector's Address

5. Enter the Inspector's Phone number

6. Enter the Inspector's Email Address

7. Select the Inspector's Date of Birth

8. Select the Inspector's Date Employed

9. Enter the Inspector's Position

10. Enter the Inspector's Grade level

11. Enter the Inspector's Age

12. Enter the Inspector's Directorate

13. Enter the Inspector's Office

14. Enter the Inspector's Sex

Edit Inspector/User from the portal

Please note that this menu option is available to administrators only.

1. From the **Document Tracking** menu, navigate through to Safety Inspector and select **Add Inspector** from the right menu

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2. Select the Inspector's ID you wish to edit from the dropdown list of registered Inspectors

See screen <u>shown below</u>

1. Edit the Inspector's Name textbox if there are changes to be made

2. Enter the Inspector's Address

3. Enter the Inspector's Phone number

4. Enter the Inspector's Email Address

5. Select the Inspector's Date of Birth

6. Select the Inspector's Date Employed

7. Enter the Inspector's Position

8. Enter the Inspector's Grade level

9. Enter the Inspector's Age

10. Enter the Inspector's Directorate

11. Enter the Inspector's Office

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

12. Enter the Inspector' Sex

13. Click the Update button to effect changes made.

If a box is empty a message appears in Red colour indicating which box is omitted after Update box is clicked.
See screen shown below.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

To remove an Inspector from a document project

1. From Document Tracking navigate to safety Inspector

2. Click on Remove Inspector form Document

   The screen below appears.

To remove an Inspector from a document project:
   1. Select the project title,

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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2. Click on the drop down menu to select the employee or Inspector to be removed,

3. Click on Remove Employee.

4. The employee is removed from the document project.

Select the project or document title.

Click on the drop down menu to select the employee or Inspector to be removed

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Click on Remove Employee and it will indicate "Inspector is removed" in green colour

To Add New User:
1. Click on Document tracking,

2. From the drop down menu point to add new user and click on it

3. From the employee ID select Inspector to be added

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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4. Type in the Password and retype,

5. Select the user type, ether Inspector, Administrator or Normal

From the drop down menu point to add new user and click on it

From the employee ID select Inspector to be added
Type in the Password and retype
Select the user type, ether Inspector, Administrator or Normal.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Editing Existing User

1. Point to User Management,

2. Click on edit existing user

3. From the drop down menu select the name of Inspector to edit

4. Select the user type to change

5. Click change type to effect changes made.

From the drop down menu select the name of inspector to edit

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Select the user type to change and Click change type to effect changes made.

To Register New Operator

From the Document tracking drop down menu point to **Registered Operator** and click **Register New Operator**

Fill in the required information in the boxes and click **save** to save all the information in the database.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

To edit an existing Operator.

1. From the document tracking drop down menu point to Registered Operator and click on Edit Existing Operator,

2. Select Operator's ID from the drop down menu and fill in the required information to change.

3. Click on Update to save new information

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Click on the drop down menu to Select Operator's ID

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Select Operator's ID from the drop down menu and make the change (s) required, Click on Update to save new information.

To view all document Records

1. Click on Document Tracking,

2. From the drop down menu point to Document Report,

3. Click on All posted Documents

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2.0 Certificate Information

This page is use to update the certificate information about operator(s) AMO, ATO and AOC.
✓ Click on certificate Information from the node next to Document tracking, then the screen below appears:

✓ Select the Certificate type
✓ Select the Operations Inspector Assigned to the Certificate holder
✓ Select the Airworthiness Inspector Assigned to the Certificate holder
✓ Select the Licensing Inspector Assigned to the Certificate holder
✓ Select the Certificate ID
✓ Enter the Certificate details and;
✓ The contact details and click next

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

✓ Enter the mailing, physical address and the telephone number of the Certificate holder

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

✓ Select all the aircraft types on the fleet of a Certificate holder and type in the number of the aircraft on that type on their fleet.

✓ Click next to continue

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

- ✓ Fill in the Approved Maintenance Organization (AMO) ratings

- ✓ Select the ATO courses for flight and;

- ✓ Click finish.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Aircraft Registration Database Page

Welcome to the Aircraft Registration page.

The Aircraft Registration section on the FSG Portal of the NCAA is responsible for maintaining:-

- ✓ The Nigerian Register of Civil Aircraft
- ✓ Monitoring compliance with the maintenance requirements on the aircraft
- ✓ Provision of information and statistics from the register.

This section is secured and restricted only for the desk officer in-charge of the registration who is an Airworthiness Safety Inspector (ASI) well trained to manage the Aircraft Register, and the Director of Airworthiness Standards who cross-checks, amends if need be and approves every data imputed by the ASI.

The requirements prescribes for registration and marking of Civil Aircraft under the provisions of the Civil Aviation Act 2006 section 4.1.1.1 shall be adhered to before this page is committed to the database.

Having met all the requirements on aircraft registration in Nigerian by the applicant/Operator, the Aviation Safety Inspector should:
- ✓ Enter the Aircraft Information
- ✓ Enter the Engine details
- ✓ Enter the Registration details
- ✓ Enter the Manufacturer details
- ✓ Enter the Maintenance details
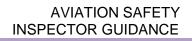- ✓ Click REGISTER to update in the database for the Director of Airworthiness to approve the entries.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

This Register of Civil Aircraft currently holds details of over 2,000 currently registered aircraft and this is inclusive of both the active and de-registered aircraft. Reasonable care is taken compiling the database and particularly users of the database should note that the database is not a conclusive document or evidence of title to any particular aircraft.

To Update Aircraft Database

✓ Click on Aircraft Datbase node on the Menu Bar

✓ Navigate to **Update Aircraft Information**

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

✓ Select Operator name from the dropdown menu list

✓ Type in the Aircraft registration number In the box opposite the dropdown menu list

✓ Click on **Edit** from the left pane, enter all the necessary information as approved by the Director of Airworthiness that you wish to edit and click on **Update** to save the changes to the database.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Aircraft Monthly Status

The status of all the current serviceable aircraft is updated on monthly basis. The records in each database file are stored in and can easily be managed by any all the Aviation Safety Inspectors (ASIs).

To update the Aircraft monthly status, navigate to Aircraft Database from the menu bar and click on **Aircraft Monthly Status**

✓ Navigate to **Aircraft Database** point to **Aircraft monthly status** and click the mouse, Select Operator name from the dropdown menu list

✓ Select Operator name from the Registered Operators dropdown menu list

✓ Type in the Aircraft registration number In the box opposite the dropdown menu list and press enter on your keyboard

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NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

✓ Navigate to the bottom of the page and edit the monthly status or other details you may wish to edit as approved by the Director of Airworthiness and click on **Update** to comit the changes to the database.

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Inspector Work Database

The Work database is an Inspector working tool which is used to populate every Inspection/surveillance planned or carried out, AMO Job Aid, AOC Job Aid and AOC/ AMO recertification process.

To post new item <u>on</u> the work database

1. Navigate to **Work Database**

2. From the drop down pane select post new item, as seen on the screen below,

Note: The **Inspector ID** is captured automatically while the **Record ID** increases every time you post new item.

3. Select the **Status** of the data being posted if it is **closed** or **Open** as the case may be, from the dropdown list

4. Type in the NCAA **Regulation Reference** of the inspection carried out

5. Select the **Start Date**, **Stop Date** and the **Call up date** from the date box

6. Select the **Certificate ID** of the Operator from the drop down list

7. Type the **Flight number**, the **Aircraft Registration Number** in the boxes provided

8. Select both the **Departure Airport** and the **Arrival Airport** from the list of locations from the dropdown list

9. Select the **Aircraft Type** from the dropdown list

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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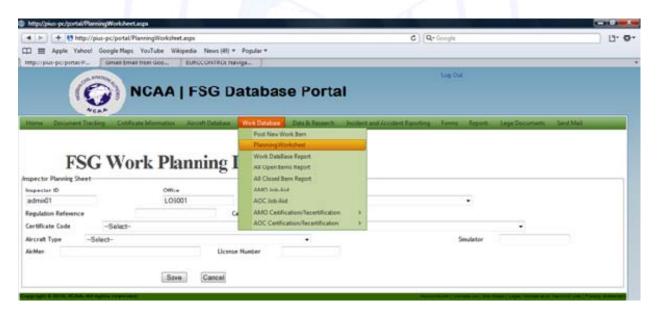
10. Type in the **Airmen Name**, Certificate Number, **Medical License** expiry date in the boxes provided

11. Select the **Keyword** from the list provided, your **Action** performed and

12. Type your **Comments** or findings

13. Click **Save** to save the data to the database.

FSG Work Planning

FSG needs to be proactive in surveillance inspections to ensure the continued safety, efficiency, security of the system, inter-operability and harmonization of the directorates under FSGs integration strategies.

The purpose of FSG Work Planning is therefore to initiate, co-ordinate and prioritize the activities necessary to support the aviation safety mission of the authority by prioritizing inspection/surveillance on in a futuristic manner.

To plan your surveillance work and fill in your planned inspections in the FSG Database Portal;
Click on the Document Tracking node on the menu bar and navigate to the Planning Worksheet

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Post all the necessary information as regards the inspections planned for the year.

AOC / AMO Job Aid
From Work Database pane navigate to AOC or AMO and click the required Job Aid you need for guidance.

AOC /AMO Recertification
From the Work Database navigate to AMO or AOC recertification, Click on phases or AMO certification to complete the certification process of an AOC or AMO certification phase.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

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3.0   INCIDENT AND ACCIDENT REPORTING

ECCAIRS (European Co-ordination Centre for Aviation Incident Reporting Systems) was introduced and made available free of charge by the European Commission with a regulation on occurrence reporting in civil aviation which collects and disseminates information on aviation incidents on a European scale so that we can learn from events, produce a safer transport system and decrease the rate of commercial air traffic accidents.

The ECCAIRS reporting system allows the EU authorities to collect and exchange information on occurrences in a standardised way. Resources previously invested to create and maintain local reporting tools, can now instead be allocated to the analysis of the collected information.

Since the ECCAIRS is a stand-alone software that should be resident in the local system or server, online form is introduced to enable reportable occurrences reported as fast as possible with the basic data records in the occurrences which will also be transferred to the ECCAIRS reporting system so that the same information can be made available to other CAA and AIBs. Part of the information stored for an occurrence, for example the narrative and the event section, is in fact subjective in nature. For practical reasons the term Occurrence is normally referring to the Occurrence Report as stored in the system.

To report an occurrence into the FSG Portal database,

> Click on the **Incident and Accident Reporting** node from the menu bar and the page as seen below will be displayed ready for data entry.
> Enter the **Filling information**
> Enter the **File details**
> Enter the **Time** and **General weather condition** information of the occurrence
> Enter the **Severity status** of the occurrence
> Enter the Injury level and total of all level(s) of injury in the occurrence
> Enter the events and narration of the events that led to the occurrence

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NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

- ➢ Enter the **aircraft information** of the aircraft involved in the occurrence
- ➢ Enter the **Operator's details** of the aircraft
- ➢ Enter the flight **Itinerary** of the aircraft involved in the occurrence
- ➢ Click **Add** to save it to the database

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2.1 REPORTS

Here you can generate/view all the FSG Portal database reports of:

- ➢ Document Tracking
- ➢ Certificate Information
- ➢ Work database
- ➢ safety Inspector
- ➢ Registered operators
- ➢ Incident & Accident, etc.

Some of the screen shots of the reports are shown on the images below.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

2.1 Document Tracking Reports

The screen shots below shows the steps to produce the **Document Tracking Reports**

➢ Enter and Select all the report parameters as you may wish to view on your report and click **Preview** button on the top right pane under the navigation bar.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

FSG Portal Reports can be exported to:

- ✓ Acrobat (pdf) file format
- ✓ CSV (Comma delimited) format
- ✓ Excel format
- ✓ Rich Text format
- ✓ Tiff format and
- ✓ Web Archive format
  As seen on the screenshot below;

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REFERENCE LISTS

> **Airport list**

Navigate to **Reference Report** from the **Reports** menu on the menu bar,
Click on Airport list as shown in the image below to get all airport lists in the database.

> Aircraft codes,
> Keyword codes,
> Country codes,

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

FOLLOW THE IMAGE BELOW FOR RESULTS

LEGAL DOCUMENTS

To view any of the legal documents,
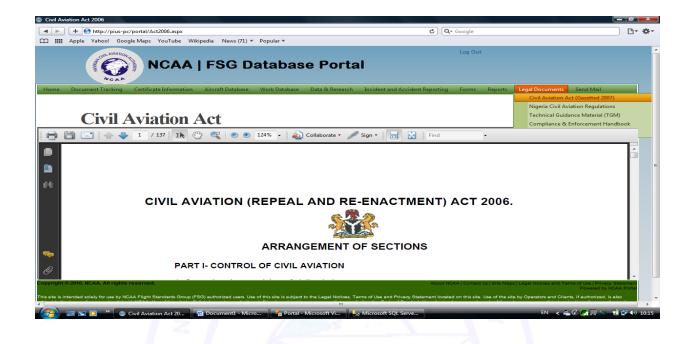
- ✓ Click on the Legal Document on the menu bar and

- ✓ Select any of the documents you wish to reference or read as shown in the image below

Civil Aviation act

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

Civil Aviation Regulation

This software successfully provides overwhelming records "evidence" for both organizations and individuals conducting audits. The end result is to show the reality and credibility of safety oversight processes in the Nigerian Civil Aviation Authority.

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The concept of entry simplicity was practiced throughout this database – with special features designed to capture the information necessary for safety oversight activities, while at the same time minimizes the number of entries required by the inspector.

This software will enhance the service delivery of the NCAA as documents management aspect will provide the NCAA management and the public overall view of the document management processes within the NCAA.

NOTE: Please note that all the screenshots on this chapter may change from time to time as new features are added to improve the software.

CHAPTER 10

THE NCAA'S SAFETY MANAGEMENT SYSTEM

1.0   PURPOSE

This Chapter provides a description of the NCAA's Safety Management System (SMS) and the processes used by the Authority to identify and manage safety risks. The SMS forms part of Nigeria's State Safety Programme (SSP) as described by ICAO. The Chapter explains the operation of the NCAA's Executive Safety Committee and how that committee informs itself of current and emerging safety risks in the industry and uses that information to direct the risk-based audit function.
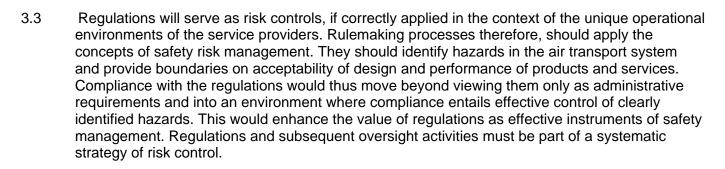
2.0   REFERENCES

2.1   ICAO Doc 9859 Safety Management Manual;

2.2   ICAO Doc 9519 Accident/Incident Reporting Manual;

2.3   FAA AC 120-79 Developing and Implementing a Continuing Analysis and Surveillance System;

2.4   FAA AC 120-66 Aviation Safety Analysis Programs.

3.0   INTRODUCTION

3.1   The Safety Management System will enable the NCAA to adapt to changes and continuously improve safety in the air transport system. This is done through an integrated, data-driven approach based on risk management in a systems safety framework. The SMS will allow the NCAA to address the highest risk concerns through a system of risk controls integrated across all NCAA functions, with an efficient application of resources. This approach will permit the leveraging of resources through risk management and will focus on safety oversight of systems and processes. Direct observation and surveillance will still be required, but they will be used differently than in the past. Rather than serving as a quality control function, the results of surveillance will be used as objective evidence with which to evaluate the effectiveness of service providers' safety management capability and performance.

3.2   The responsibility for the safety of aviation products and services rests with the aviation product/service provider. The NCAA responsibility is to set forth the safety regulations and system requirements for aviation product/service providers to follow. The NCAA responsibilities include defining the requirements for those systems, applying risk-based lifecycle safety oversight, verifying that the safety systems of the aviation product/service provider meet design requirements and that their processes, products and services continue to do so during the operational phases of their lifecycle. Those oversight responsibilities are accomplished at multiple levels.

3.3   Regulations will serve as risk controls, if correctly applied in the context of the unique operational environments of the service providers. Rulemaking processes therefore, should apply the concepts of safety risk management. They should identify hazards in the air transport system and provide boundaries on acceptability of design and performance of products and services. Compliance with the regulations would thus move beyond viewing them only as administrative requirements and into an environment where compliance entails effective control of clearly identified hazards. This would enhance the value of regulations as effective instruments of safety management. Regulations and subsequent oversight activities must be part of a systematic strategy of risk control.

3.4   The NCAA will allocate resources and conduct oversight using system safety principles. This approach recognises that the statutory responsibility for safety rests with the aviation product/service provider. The NCAA establishes safety and SMS requirements and, using a variety of means such as audits, evaluations and inspections, verifies the aviation product/service provider's safety systems are compliant with requirements and validate the implementation and effectiveness of those safety systems. In this way, NCAA personnel will be used more efficiently, and there will be a higher level of confidence that an aviation product/service provider will meet safety standards for each operation, whether the NCAA is present or not.

3.5   The SMS will enable the NCAA to respond to changing industry business models and growth, the air transport systems increasing complexity, and the current and future challenging budget environment by allocating resources efficiently and effectively on data-driven risk analysis and assessment. The NCAA will thus be able to provide the air transport system and the public at large with:

- Enhanced safety,

- Better, innovative, more consistent and more responsive service,

- Higher value, and

- Regional leadership in establishing aviation safety standards.

4.0   SAFETY AND QUALITY.

4.1   Safety, like quality is an emergent property of a system that is sometimes difficult to define, unlike more tangible characteristics like profit, costs, or products produced. It cannot be touched or seen and therefore, cannot be directly managed. Quality is also a less tangible property. Rather than being an absolute, objective measure of "goodness," quality is relative to the requirements that are set for it. What may be "excellent quality" in one set of circumstances may be completely unacceptable in another. Therefore, if "high quality" is defined in terms of process or product characteristics that enhance safety, then safety and quality are congruent. However, if quality is defined in terms that do not promote safety (or, in some cases, may even be counter to safety) then they may be in conflict. The relationship between quality and safety therefore, is very dependent on how the system's requirements are set.

4.2   Safety management and quality management are complimentary and must work together to achieve the overall safety goals of the NCAA. Aviation can never be entirely risk free. We must reduce risk to at least the acceptable level; as a secondary goal, we should reduce risk to as low as reasonably practicable (ALARP). The primary requirement for an SMS is to establish a management system that has processes and procedures in place so operational safety is maintained at an acceptable level (safety management) and specified operational results are achieved (quality management).

5.0   EVOLVING STANDARDS AND CONCEPT FOR SAFETY MANAGEMENT.

5.1   Standards and concepts related to aviation safety management and safety management systems are evolving at an international level. The standards and principles that evolve within the NCAA will be aligned with those international standards. Basic principles of the plan include the following:

(1)   Ensuring the future air transport system will continue to be the world's safest form of transport requires a new safety approach.

(2)   Regulatory authorities must change their role from focusing on testing, inspecting and certifying individual elements to focusing on approvals and audits of the safety management of aviation product/service providers.

(3)   Safety needs to be embedded on all products, policies or technologies. A comprehensive safety management doctrine will create high-level standards and procedures for the safety programs of aviation product/service providers and those that provide associated safety oversight.

(4)   Standards cannot be put in place without a data analysis capability to identify and resolve accident precursors.

6.0   ICAO

6.1   ICAO has proposed a standard for member States that includes the requirement for a State to have a safety program to achieve an acceptable level of safety in the operation of aircraft. The acceptable level of safety is to be defined by each State.

6.2   One element of the ICAO program as it relates to Annexes 1, 6, 8, 11, 13 and 14, is for a State to require product/service providers to implement an SMS. Such an SMS is to be approved by the State.

6.3   This document proposes the internal SMS standard for the NCAA. The SMS governs NCAA internal procedures for regulation and safety oversight from the design of those procedures through to their execution. The SMS will be based on a risk management approach that ensures an acceptable level of safety throughout the air transport system. The SMS will also strive for effective safety oversight consistent with NCAA authority, resources and other practical constraints. The NCAA will develop safety management standards and guidance for the

producers of aviation products/services. Like internal SMS standards, the external SMS standards and guidance will be flexible enough to accommodate effective safety management systems that are being developed or are already in place.

7.0   EXECUTIVE SAFETY COMMITTEE

7.1   The Executive Safety Committee is established to assist the Director General to discharge his responsibilities by monitoring and advising on:

(1) Operational safety;

(2) Occupational safety and health and

(3) Organisational preparedness to counter safety threats.

7.2   To assist the Director General, the Committee will:

(1) Monitor the effectiveness of the NCAA's Safety Management System that is in place to minimise the possibility of the NCAA acting unsafely or contrary to safety regulatory requirements.

(2) Assess the safety risks arising from the NCAA's operations and review the adequacy of management's approach to the management of operational safety, occupational safety and health risks and the safety of the aviation industry.

(3) Assess the safety risks present in the aviation industry and through the use of objective safety data and analysis, direct the NCAA's risk-based audit activities.

(4) Consider the completeness and appropriateness of safety reporting to the Board, and all external reporting on safety matters.

(5) Review serious safety incidents and monitor the progress to completeness of any actions required as a result of such incidents.

Ensure that safety priorities are integrated into the NCAA's strategy.

The membership of the Committee shall comprise:

❖ The Director General (Chair),
- The Director of Operations and Training,
- The Director of Airworthiness,
- The Director of Licencing,
- The Director of Aerodromes and Airspace,
- The Director of Air Transport Regulation,
- The Director of Finance and Administration,
- The Company Secretary/Legal Advisor,
- The Head of Aeromedical Standards.

The Committee shall be assisted by:

- The Safety Management System Co-ordinator,
- The Head of the Safety Deficiencies and Incident Analysis Unit,
- Committee Secretary.

7.3   The Committee will meet monthly, or more frequently as determined by the Director General.

The standing agenda of the Committee shall be:

- Minutes of previous meeting,
- Actions arising,
- Directors Reports,
- Report from HAMS,
- Report from CS/LA,
- Report from SMS Co-ordinator,
- Report from SDIAU,
- Director General's report,
- Discussion and identification of safety priorities,
- Other business,
- Close.

7.4   Following the Executive Safety Committee meeting, the Chairman of the Flight Standards Group (FSG) will be responsible for briefing the FSG on relevant matters discussed by the Committee with particular emphasis being placed on those items deemed to have heightened levels of risk to safety.

The FSG will develop strategies to address the risk areas. Some of the possible actions by the FSG include:

- Increasing the surveillance carried out on a particular operator, group of operators, type of aircraft, type of activity, location etc,

- Raising awareness of the risk within the industry or industry sector by the use of 'All Operators Letters', letters to pilots, engineers, dispatchers etc,

- Conducting   workshops or information seminars addressing the issue. In this case the assistance of ICAO, IATA, the manufacturers and other CAAs may be sought,

- Publication of safety articles in the NCAA magazine and on the website.

8.0   SAFETY TREND INDICATOR

8.1   The Safety Trend Indicator (STI) is a means by which the NCAA can collate objective data based on its safety inspectors' observations of an operators risk indicators.

8.2   The STI ensures all safety inspectors use a common taxonomy when assessing operators. It is a means by which otherwise subjective opinions can be developed into objective information. Analysis of STI data is one means by which the NCAA can assess the areas of greatest risk within the aviation industry and can allocate surveillance resources to those organisations or groups of organisations presenting the greatest threat to safety.

8.3   There are two types of forms, one each for Air Operators (Appendix A) and Aircraft Maintenance Organisations (Appendix B). Please make sure you use the correct form for the organization being rated.

8.4   The form should be filled in by the inspector or inspectors with the most detailed knowledge of the organisation.

8.5   Only one form is to be filled in for each organisation. If more than one inspector contributed to the information provided, select one person to be the contact name provided on the form.

8.6   The form is divided into two sections, the first asking for general information about the type of organisation being rated, and the second containing a number of safety indicators. For both sections all you need to do is put a tick in the appropriate box. It may be necessary to refer to files, make some phone calls, or do other reference work. Nevertheless, please note that each safety indicator has a 'don't know' option. Please feel free to use the 'don't know' option as often as necessary. It is likely that most inspectors will not be able to provide all the information on all the indicators for all organisations, particularly if the organisation has not been audited recently.

8.7   The one exception to this is if you feel that a Safety Indicator question (which calls for a 'yes', 'no', or 'don't know' response) is not applicable to the organisation being rated. In that case, answer with the 'low risk' (ie the non-shaded) response (rather than leaving blank or answering 'don't know').

8.8   Please note, that several of the questions are dependent on the judgement of the individual inspectors and different people could justifiably come to different conclusions about the same organisation.

8.9   If you have any questions about how to fill in the form please call the SMS Co-ordinator.

8.10   When the forms are completed they should be returned to the SMS Co-ordinator

8.11   SAFETY MANAGEMENT SYSTEM CO-ORDINATOR

8.11.1   The NCAA will appoint a Safety Management System Co-ordinator to provide guidance and direction for the planning, implementation and operation of the organization's safety management system.

8.11.2   The position requires the ability to cope with changing circumstances and situations with little supervision. The safety manager acts independently of other managers within the organization.

8.11.3   The safety manager is responsible for providing information and advice to senior management and to the Director General on matters relating to safe operations. Tact, diplomacy and a high degree of integrity are prerequisites.

8.12   THE SMS CO-ORDINATOR WILL HAVE THE FOLLOWING RESPONSIBILITIES:

- Provide a point of contact within NCAA for accepting reports related to safety concerns affecting the Authority's activities,
- Co-ordinate SMS training for NCAA staff,
- Promote an organizational culture that fosters safety practices,
- Report to the Executive Safety Committee, or where appropriate to the Director General about safety concerns gathered through the NCAA's internal safety reporting,
- Co-ordinate the Safety Trend Indicator process,
- Provide feedback to reports about safety concerns and actions taken,
- Monitor the performance of the SMS to seek ways of improving the system.

8.13   MANAGEMENT COMMITMENT AND INFORMED INVOLVEMENT COMMITMENT

8.13.1   NCAA management demonstrates informed involvement in the SMS process by being personally involved in the improvement efforts arising from formal senior management reviews and by participating as appropriate in:

- Being role models for the SMS programme in terms of personal behaviour;

- Promoting the inclusion of safety topics in the agenda of meetings;

- Applying a 'just and non-punitive' culture through statements and reactions to occurrences;

- Empowering experienced and competent personnel for SMS development and involving them in the key decision making process;

- Encouraging a pro-active safety reporting regime;

- Participating in the review of all incidents and accidents;

- Conducting periodic surveys to indicate the commitment of personnel throughout the organisation to SMS.

8.14   INFORMED INVOLVEMENT

8.14.1   Management demonstrates informed involvement in the SMS process by being personally involved in the improvement efforts arising from formal senior management reviews and by participating as appropriate in:

- NCAA SMS policy formulation;

- Risk Management and Safety Case development and content;

- high priority areas for improvement;

- the status of associated remedial actions/improvement initiatives; and

- SMS programme performance measurements.

8.15   NCAA CULTURE (SUPPORTING A POSITIVE SAFETY CULTURE)

8.15.1   NCAA believes that a 'positive' safety culture has

- communication founded on mutual trust;
- common patterns of behaviour that contribute to safety, based on shared beliefs in the importance of the SMS programme, and how it is to be achieved;
- a common language for SMS;
- understanding of individual responsibilities regarding SMS; and
- shared confidence in the effectiveness of the SMS controls.

8.15.2   We believe that the SMS elements essential for establishing a positive safety culture are

- senior management create the structures and climate for the open reporting of hazards and the 'just' investigation of occurrences;
- managers create a supportive SMS culture through their own personal actions and statements; and
- senior management commits resources; responds to feedback; asks for ideas, and rewards positive behaviours.

8.15.3   NCAA believes that the primary requirements for a satisfactory SMS culture are:

- constant vigilance
- an Informed Culture
- a Reporting Culture
- a Just Culture
- a Flexible Culture
- a Learning Culture

8.15.4   THESE REQUIREMENTS ARE DETAILED BELOW.

8.15.4.1   CONSTANT VIGILANCE

8.15.14.1.1   Effective SMS is a dynamic non-event and we recognise that it is easy to become complacent. This may lead to the following 'illusions of safe operations':

- An organisation with a good safety record will continue to be safe;
- Instructions and procedures for aviation safety are well read, understood, remembered and observed;
- Punishment can minimise the recurrence of an accident;
- Luck plays a big role in an SMS programme;
- Trained, experienced employees are immune to errors;

▪ It suffices that top management appeal from time to time to employees on the importance of SMS to safe operations.

At NCAA we are, therefore, never quite comfortable with our safety status quo, however good it may be.

8.15.4.2 INFORMED CULTURE

8.15.4.2.1 In an informed culture, insight breeds a positive safety culture. Thus if each individual at NCAA understands what the other person needs to accomplish their job safely, then we can operate in mutual support. The NCAA 'SMS information system' which collects analyses and disseminates information from hazard identification, occurrences (incidents, accidents), audits, meetings, and external sources is a vital part of our informed culture. As part of our positive safety culture, we perform continual 'reality checks' on our organisation and disseminate the findings.

8.15.4.3 REPORTING CULTURE

8.15.4.3.1 A reporting culture is based on trust. At NCAA we believe that the accepted requirements for a reporting culture are as follows:

▪ Indemnity against disciplinary action except in cases of wilful violations or gross negligence (striking a balance between 'blame' and 'no blame');
▪ Confidentiality and de-identification;
▪ Competent analysis of incidents / accidents by independent individuals (people who report outside the chain of command of those involved);
▪ Rapid, useful, accessible feedback to the reporters; and
▪ Ease of making a report.

8.15.4.4 A 'JUST' CULTURE

8.15.4.4.1 A 'Just' culture is based on our beliefs that:

▪ SMS is a Corporate value;
▪ Our SMS programme considers our own particular "way of doing business" as well as our unique possibilities and constraints;
▪ Occurrences are caused by systems failures;
▪ The failures observed at the "front end" of our operations are considered symptoms of deficiencies in the safe operations;
▪ Human error is viewed as a symptom; and
▪ Error is accepted as a normal, unavoidable, but manageable component of human performance. Human error is a clue, which indicates where our SMS investigation process may begin, rather than end.

8.15.4.5   A FLEXIBLE CULTURE

8.15.4.5.1   A flexible culture allows the following paradoxes. We:

- Adhere to standard operating procedures (SOP's) as detailed in our Technical Guidance Material, but we seek better ways in a controlled, responsible manner;
- Actively avoid errors but we do not stifle initiative; and
- Encourage mutual monitoring, but it must be accomplished without loss of confidence or trust.

8.15.4.6   A LEARNING CULTURE

8.15.4.6.1   NCAA supports a learning culture that has:

- The ability to 'reframe' (we try not to display a rigid, fixed 'mindset');
- The will to implement reforms;
- An 'Internal locus of control' (we accepts responsibility for own actions and results); and
- The appropriate processes, procedures and methods for becoming a 'learning organisation.

NCAA's safety culture is assessed through a variety of indicators, including a periodic Safety Culture Survey.

9.0   HAZARD AND EFFECTS MANAGEMENT PROCESS (HEMP)

9.1   General

9.1.1   The Hazard and Effects Management Process (HEMP) is the SMS process used to analyse the hazards affecting operations at NCAA
The primary purpose is to identify hazards and either eliminate them completely or control the risks associated with the hazard. Aviation operations are high risk and in reality cannot be totally risk free.
The core of NCAA's risk management program is the proactive identification, analysis and management of the risk factors influencing all activities associated with the Authority's safety regulation and oversight activities. This includes such things as developing regulations and guidance materials, issuing certificates and approvals, conducting surveillance and follow-up actions.

9.1.2   The objective is 'effective risk management', with focus on 'effective operations with the minimum practicable levels of risk'. This calls for a rigorous system of hazard management and effective systems for monitoring safety performance. The process of identifying hazards to safety and managing the potential of the associated risks is therefore fundamental. The essence of modern safety management is the elimination or control of potential hazards in order to reduce the safety risk to As Low As Reasonably Practicable - ALARP.
 NCAA's work is complex and involves several safety critical activities. Management alone cannot achieve the identification and control of risk. Effective risk management is collaboration between Management and NCAA personnel. In sum, all stakeholders have a general responsibility for monitoring safety.

9.1.3   Formal systems are required to provide the necessary levels of safety assurance. An effective safety monitoring system should;

- Measure and report safety performance;
- Thoroughly investigate and follow-up accidents and incidents, and disseminate feedback on the lessons learned;
- Formally assess the safety implications of change (e.g. of procedures, equipment or organisation); and
- Audit the effectiveness of the safety organisation and the various safety systems, including audits of the robustness of the SMS itself.

9.2   MANAGEMENT OF RISK

9.2.1   Broadly speaking, the risk in all of the safety-critical activities at NCAA shall be managed as follows:

- o Current activities shall be risk assessed and thereafter shall be monitored continually for hazards that might arise due to the dynamic nature of operations. The process of identifying and controlling risk in current activities shall be formally driven and documented.

- o Prior to the start up of a new task, all reasonable steps shall be taken to predict the meaningful risk factors in the activity. This includes analysing these factors and then implementing controls to eliminate and/or manage the risks. This process will in most instances be formally managed and documented primarily by means of a Safety Case.

- o Should a serious risk be identified in current activities then that risk could become subject to an individual 'safety case' i.e. a detailed analysis and the implementation of dedicated controls.

Appendix A

NAME OF OPERATOR

CONFIDENTIAL- NCAA AOC SAFETY

Is this being filled out after a site visit to this organisation? (regardless of whether the visit was part of a scheduled NCAA audit).

Yes ☐   No ☐

When was the last scheduled NCAA audit of this organisation?

Just completed one prior ☐   Less than 3 months ago ☐
to filling in this form

3 – 6 months ago ☐   6 – 12 months ago ☐

12 – 18 months ago ☐   More than ☐
18 months ago

Size of largest aircraft operated

Under 10 seats ☐   10 to under 49 seats ☐

50 seats to 100 seats ☐   101 to 200 seats ☐

More than 200 seats ☐

How many aircraft are regularly operated?

1 aircraft ☐   2-3 aircraft ☐

4-5 aircraft ☐   6-10 aircraft ☐

11-20 aircraft ☐   More than 20 aircraft ☐

Primary type of operations undertaken (regardless of AOC permission held)

Jet passenger transport ☐   Turboprop passenger ☐
transport

Cargo ☐   Charter ☐

Helicopter ☐   Flying Training ☐

Other ☐   ☐

☐   ☐

Age of oldest aircraft operated

Under 10 years old ☐   11-20 years old ☐

21-30 years old ☐   Over 30 years old ☐

Overall judgment of the performance of this organisation relative to other organisations carrying out similar work (it is assumed that all organisations are operating at or above the minimum standard)

Much better ☐   Somewhat better ☐

About average ☐   Somewhat worse ☐

Much worse ☐   Don't know/not sure ☐

Overall judgment of the performance of this organisation compared to 12 months ago

Much better ☐   Somewhat better ☐

About average ☐   Somewhat worse ☐

Much worse ☐   Don't know/not sure ☐

TREND INDICATOR – FOR NCAA INTERNAL USES ONLY

QUESTIONS AND GUIDANCE (Higher Risk Potential Response Given by Shaded Cells)
If you feel that you cannot make a yes/no determination, please use the 'don't know' option.

		Yes	no	don't know
1.	Is this a new start-up organisation, i.e. has it been operating less than 12 months? *(a name change should not be counted as restarting the clock if all or most other factors remain the same).*	▧	☐	☐
2.	Has the organisation been subject to takeover or change of ownership within the last 12 month?	▧	☐	☐
3.	Have any of the key personnel had less than 12 months experience with this particular Organisation? *(any person able to influence policy practice, procedure or culture is a key person e.g CP, Head of Check and Training, Fleet Manager, etc)*	▧	☐	☐
4.	Has there been a significant change to organisational structure or areas of responsibility in the preceding 12 months?	▧	☐	☐
5.	Are there any indications that the organisation is suffering from financial stress? *(actual or anecdotal evidence is an acceptable indication)*	▧	☐	☐
6.	Has the organisation introduced new aircraft or new routes or made significant changes to procedures or processes within the last 12 months?	▧	☐	☐
7.	Has the operation been subject to significant expansion or contraction within the last 12 months? *(e.g. staff numbers, capacity, routes, activity level, etc)*	▧	☐	☐
8.	Have any audit findings been issued to the organisationduring the preceding 12 months?	▧	☐	☐
9.	Has the organisation failed to satisfactorily acquit audit findings by the acquittal date in the last 12 months? *(NCAA may need to prompt for acquittal regularly, this may reflect poor administration; a Poor attitude to safety etc) – if no findings issued in last 12 months refer to last time findings issued.*	▧	☐	☐
10.	Have any of the key personnel been counselled over the last 12 months?	▧	☐	☐
11.	Has the organisation been subject to NCAA initiated certificate action within the past 12 months? *(i.e. short term reissues/suspension/show cause/directions/limitation, etc)*	▧	☐	☐
12.	Within the last 12 months has the organisation been the subject of any adverse safety comment warranting further investigation?	▧	☐	☐
13.	Within the last 12 months has the organisation been involved in a reported accident?	▧	☐	☐
14.	Within the last 12 months has the organisation been involved in a reported accident for which the organisation was probably at least partially responsible?	▧	☐	☐

15. Does the organisation operate from more than one location without adequate procedures to ensure proper communication between sites? ▣ ☐ ☐

16. Taken as a whole, does the organisation operate under more difficult conditions than other operators? ▣ ☐ ☐

17. Does the organisation apply for an abnormally high number of MEL exemptions? ▣ ☐ ☐

18. Is the morale within the organisation low?
(*e.g judged from talking to staff, presence of IR problems, confidential reports, abnormal staff turnover, etc*) ▣ ☐ ☐

19. Are the aircraft regularly utilized to the limit of their performance?
(e.g. maximum range, maximum landing weight, etc) ▣ ☐ ☐

20. Are most operational staff throughout the organisation putting in abnormally high levels of overtime or otherwise showing signs of fatigue/overwork? ▣ ☐ ☐

21. Does the Chief Pilot appear to have full confidence of other subordinates? ☐ ▣ ☐

22. Are the organisational policy processes and procedure well described in their documentation?
(Indicated by an appropriately comprehensive and detail operational document set which defines procedures, responsibilities and processes for this particular organisation) ☐ ▣ ☐

23. Are the organisation's documented processes generally applied in practice?
(e.g. staff are aware of the documented procedures and regularly refer to them. The documented procedures are updated and reflect what actually happens) ☐ ▣ ☐

24. Do senior management take an active and constructive role in decision making?
(*i.e. do not bypass middle management, take an active role in setting policy and strategies*) ☐ ▣ ☐

25. Is safety identifiable as a major organisational priority?
(i.e. does not take second place to short term profit seeking, staff are not complacent about safety/feel that an aircraft accident could happen at their aerodrome) ☐ ▣ ☐

26. Does the organisation have a mature, well functioning safety system?
(i.e. presence of safety reporting, recording and feedback systems, safety management adequately funded. Management committed to improving safety.) ☐ ▣ ☐

27. Does the organisation have a strong commitment to ongoing staff training?
(e.g. staff training are organized in company time, are compulsory and attendance is recorded) ☐ ▣ ☐

28. Does the organisation have procedures to address the root causes of problem rather than apply superficial fixes?
(e.g. a formal functioning corrective action system –underlying reason for the problem are addressed in order to stop the problem from recurring) ☐ ▣ ☐

29. Are procedures in place to continually review the ongoing appropriateness of current practices?
(i.e. is there an active commitment to exploring new or improved methods) ☐ ▣ ☐

30. Is there evidence of an adequate system to ensure common policy is applied and followed by the separate operational elements?
(e.g. regular standardization meeting held under the supervision of a senior manager – for organisations with very few staff answer 'Yes')

SCORE (sum of mark in SHADED cells) _____

Number of marks in Don't know cells _____

Comments (optional_____

_____

Appendix B

<div style="border:1px solid">NAME OF OPERATOR</div>

NCAA AMO SAFETY TREND INDICATOR

Is this being filled out after a site visit to this organisation? (regardless of whether the visit was part of a scheduled NCAA audit).

Yes ☐   No ☐

When was the last scheduled NCAA audit of this organisation?

Just completed one prior ☐   Less than 3 months ago ☐
to filling in this form
3 – 6 months ago ☐   6 – 12 months ago ☐

12 – 18 months ago ☐   More than ☐
18 months ago

What type of work does this organisation engage in?

Maintenance of ☐   Maintenance of aircraft ☐
aircraft only   and components
Maintenance of ☐   Other ☐
components only

Primary type of aircraft serviced

Fixed wing ☐   Rotary wing ☐

Other ☐

Not applicable (i.e. no ☐
aircraft maintained)

Most common seating capacity of aircraft serviced (if cargo aircraft, answer as if aircraft configured for passengers)

Under 10 seats ☐   10 to under 30 seats ☐

30 seats to 100 seats ☐   101 to 200 seats ☐

More than 200 seats ☐   No applicable (i.e. no ☐
aircraft maintained)

Average number of operational staff at principal location

5 or under ☐   6 – 10 ☐

11 – 20 ☐   21 – 50 ☐

More than 51 ☐

Average percent of operational staff at principal location

5 or under ☐   6 – 10 ☐

11 – 20 ☐   21 – 50 ☐

More than 51 ☐

Average percent of operational staff which are temporary

under 10% ☐   10 – 29% ☐

30 – 49% ☐   50% or more ☐

Overall judgment of the performance of this organisation relative to other organisation carrying out similar work (it is assumed that all organisations are operating at or above the minimum standard)

much better ☐   somewhat better ☐

about average ☐   somewhat worse ☐

much worse ☐   don't know/not sure ☐

Overall judgment of the performance of this organisation compared to 12 months ago

much better ☐   somewhat better ☐

about average ☐   somewhat worse ☐

much worse ☐   don't know/not sure ☐

QUESTIONS AND GUIDANCE (Higher Risk Potential Response Given by Shaded Cells)
If you feel that you cannot make a yes/no determination, please use the 'don't know' option.

		Yes	no	don't know
1.	Is this a new start-up organisation, i.e. has it been operating less than 12 months? *(a name change should not be counted as restarting the clock if all or most other factors remain the same).*	▦	☐	☐
2.	Has the organisation introduced new equipment, or procedures, or processes within the last 12 months? *(i.e. significant changes or major departure from current scope of activities etc)*	▦	☐	☐
3.	Has the organisation been subject to takeover or change of ownership within the last 12 month?	▦	☐	☐
4.	Have any of the key personnel had less than 12 months experience with this particular Organisation? *(any person able to influence policy practice, procedure or culture is a key person e.g. Chief Engineer, Engineering Manager, QA Manager, Maintenance Co-ordinator)*	▦	☐	☐
5.	Has there been a significant change to organisational structure or areas of responsibility in the preceding 12 months?	▦	☐	☐
6.	Are there any indication that the organisation is suffering financial stress?	▦	☐	☐
7.	Has the operation been subject to significant expansion or contraction within the last 12 months? *(e.g. staff numbers, number of aircraft serviced, etc)*	▦	☐	☐
8.	Have any audit findings been issued to the organisation during the preceding 12 months?	▦	☐	☐
9.	Has the organisation failed to satisfactorily acquit audit findings by the acquittal date in the last 12 months? *(NCAA may need to prompt for acquittal regularly, this may reflect poor administration; a Poor attitude to safety etc)* – if no audit findings issued in last 12 months refer to last time audit findings issued.	▦	☐	☐
10.	Have any of the key personnel been counselled over the last 12 months?	▦	☐	☐
11.	Has the organisation been subject to NCAA initiated certificate action within the past 12 months? *(i.e. short term reissues/suspension/show cause/directions/limitation, etc)*	▦	☐	☐
12.	Within the last 12 months has the organisation been the subject of any adverse safety comment warranting further investigation?	▦	☐	☐
13.	Within the last 12 months has unsatisfactory work by this organisation been involved/ implicated in any reported accident or incident?	▦	☐	☐

14. Does the organisation operate from more than one location without adequate procedures to ensure proper communication between sites?	■	☐	☐
15. Does the hangar/workshop give the appearance of being unusually untidy or disorganised relative to other such organisations?	■	☐	☐
16. Does this organisation apply for an abnormally high number of MEL exemptions? (*If the organisation does not maintain aircraft answer 'no'*)	■	☐	☐
17. Is the morale within the organisation low? (*e.g. can judge from discussions with staff, presence of IR problems, reports, abnormal staff turnover etc*)	■	☐	☐
18. Are most operational staff throughout the organisation under abnormal pressure to complete jobs quickly? (*e.g. because there are too few staff or as a cost saving measure*)	■	☐	☐
19. Are most operational staff throughout the organisation putting in abnormally high levels of overtime or otherwise showing signs of fatigue/overwork?	■	☐	☐
20. Are there sufficient numbers of Licensed AMEs to adequately supervise the AMEs?	☐	■	☐
21. Are the organisational policy processes and procedure well described in their documentation? (*Indicated by an appropriately comprehensive and detail operational document set which defines procedures, responsibilities and processes for this particular organisation*)	☐	■	☐
22. Are the organisation's documented processes generally applied in practices? (*e.g. staff are aware of the documented procedures and regularly refer to them. The documented procedures are updated and reflect what actually happens*)	☐	■	☐
23. Do senior management take an active and constructive role in decision making? (*i.e. do not bypass middle management, take an active role in setting policy and strategies*)	☐	■	☐
24. Is the safety of the aircraft identifiable as a major organizational priority? (*i.e. does not take second place to short term profit seeking, staff are not complacent about safety/feel that an aircraft accident could result from their work*)	☐	■	☐
25. Does the organisation have a mature, well functioning safety system? (*i.e. presence of safety reporting, recording and feedback systems, safety management adequately funded. Management committed to improving safety.*)	☐	■	☐
26. Does the organisation have a strong commitment to ongoing staff training? (*e.g. staff training are organised in company time, are compulsory and attendance is recorded*)	☐	■	☐
27. Does the organisation have procedures to address the root causes of problem rather than apply superficial fixes? (*e.g. a formal functioning corrective action system –underlying reason for the problem are addressed in order to stop the problem from recurring*)	☐	■	☐
28. Are procedures in place to continually review the ongoing appropriateness of current practices? (*i.e. is there an active commitment to exploring new or improved methods*)	☐	■	☐

29. Is there evidence of an adequate system to ensure common policy is applied and followed by the separate operational elements?
(e.g. regular standardization meeting held under the supervision of a senior manager – for organisations with very few staff answer 'Yes')

              SCORE (sum of mark in SHADED cells)   _____

              Number of marks in Don't know cells   _____

Comments (optional_____

_____

CHAPTER 11

THE FLIGHT STANDARD GROUP INSPECTOR TRAINING SYSTEM

1.0   INTRODUCTION

The Flight Standards Group Inspector Training System (ITS) is a comprehensive training program for Flight Standards Group Inspectors. It is a single integrated program which provides oversight and management of inspector development from new-hire status through retirement from the Nigerian Civil Aviation Authority (NCAA). The program is systematic and structured to provide for the delivery of an effective ICAO compliant program. It is intended to prepare new hires from the aviation industry for their new role as government Aviation Safety Inspectors.

The Inspector Training System is composed of five principal components:

1. ITS Program Guide
2. ITS OJT Guide
3. ITS Formal Course Standards
4. ITS Job Task Analysis
5. ITS Training Record

This document, the *ITS Program Guide*, describes the requirements, objectives, and procedures for operation of the Inspector Training System. Policies and procedures have been designed to provide the maximum flexibility to accommodate individual and office preferences while fulfilling the obligations of ICAO and needs of the Flight Standards Group. This document also includes inspector Training Profiles and Position Descriptions.

The *ITS OJT Guide* describes the requirements and procedures used to conduct on-the-job training for the technical job tasks listed in the Training Profiles.

The *ITS Formal Course Standards* provides course descriptions and minimum requirements for each of the formal classroom style training courses referenced in the ITS.

The *ITS Job Task Analysis* document provides a detailed inventory of the requirements associated with each technical Job Task. A separate analysis is provided for Operations and Airworthiness Inspectors. Each Job Task Analysis provides a description of the task, required supporting documents, and a step-by-step listing of the subtasks that must be performed to accomplish the task.

The *ITS Training Record* is a hard copy/computer software program in the form of a Microsoft Access database that is used to record all training completed in the ITS.

Additional information is provided for each of these components elsewhere in this document.

2.0   INTERNATIONAL OBLIGATIONS

Nigeria as a signatory to the Convention on International Civil Aviation
(known as the *Chicago Convention*), is obligated to implement the aviation safety requirements of
ICAO.

In order to fulfil its ICAO obligations the Federal Government of Nigeria created the Nigeria Civil
Aviation Authority (NCAA). The NCAA and the Flight Standards Group in particular, is then
granted the responsibility and authority to implement the ICAO requirements on behalf of the
Federal Government.

The ICAO requirements are contained in the Articles of the Chicago Convention and in the
Standards and Recommended Practices (SARPS) found in the Annexes to the Convention. In
addition to these, ICAO has published many guidance documents which contain *best practices* for
the operation of the NCAA.

The principal ICAO documents affecting the Flight Standards Group are as follows:

- Chicago Convention
- Annex 1 – Personnel Licensing
- Annex 6 – Operation of Aircraft
- Annex 8 – Airworthiness of Aircraft
- Doc. 9734, Safety Oversight Manual, Draft 2005
- Doc. 8335, Manual Of Procedures for Operations Inspection, Certification and Continued Surveillance
- Doc. 9760, Airworthiness Manual

The works of the Flight Standards Group are accomplished by a group of highly skilled aviation
professionals. Among these are the Flight Standards Group Inspectors who accomplish many of
the daily technical functions of the NCAA as required by ICAO. Flight Standards Group Inspectors
represent the Federal Government of Nigeria and their role is critical to both local and
international aviation safety.

Flight Standards Group Inspectors are selected based on relevant extensive academic
qualifications or from the aviation industry and considering their aviation experience, technical
expertise, superior judgment, and high ethical standards.

In order to attract and retain these aviation professionals, NCAA ensures that the compensation
package provided to its inspectors is comparable to their counterparts in the national aviation
industry.

In order to fulfill their responsibilities, Flight Standards Group Inspectors require the continuous
development of their knowledge and skills. After they are selected, they must complete a
comprehensive training program provided by the NCAA. This training ensures that the inspectors
are fully qualified to accomplish the duties of the Flight Standards Group and the responsibilities
of the Federal Government as required by the Chicago Convention.

3.0   TRAINING POLICY

The Flight Standards Group is committed to the development of a highly skilled and qualified work force through a comprehensive training program. It is the intent that all employees will be fully trained in the essential Job Tasks, knowledge, and skills that are required to accomplish the NCAA/Flight Standards Group mission, fulfill ICAO requirements, obtain industry compliance, and safeguard the traveling public.

This training program is intended to address the development of Flight Standards Group Inspectors from the time they are newly hired into the NCAA, through the attainment of Principal Inspector or Journeyman status, and throughout their careers.

This document provides the training requirements for both Operations and Airworthiness Inspectors. These requirements include both formal classroom training courses and on-the-job training requirements. Training requirements have been specified for nine categories of training which are discussed in Section 6 - Training Profiles, and Section 7 - Training Categories. All Flight Standards Group Inspectors must complete the training requirements specified in this document.

4.0   ROLES AND RESPONSIBILITIES

The Director General and certain designated staff members of the Authority have overall responsibility for the NCAA's successful implementation of this inspector training program. These responsibilities include managing, coordinating, and developing training policies, procedures, plans, programs, and budgets for all aspects of the Inspector Training System. Roles and responsibilities are included in this section for five positions:

1.   Director General
2.   NCAA ITS Coordinator
3.   Training Coordinators
4.   OJT Program Managers
5.   Inspectors

The Director General is responsible for the following:

STAFFING
▪   Hire highly qualified individuals to serve as Flight Standards Group Inspectors.
▪   Provide the inspectors with industry comparable remuneration.
▪   Provide qualified staff in sufficient numbers to ensure the fulfillment of national requirements and international obligations.

BUDGETING
▪   Ensure that the budget submitted by the Flight Standards Group will fully support the requirements of the inspector training program.
▪   Ensure that adequate resources are provided to the Flight Standards Group to fully implement the inspector training program.
▪   Approve and fund training activities identified in this document.

TRAINING
- Ensure the development of a highly skilled and qualified work force.
- Review the inspector training program to ensure it is meeting national objectives, ICAO requirements, and international obligations.
- Provide leadership and direction to support the Flight Standards Group training program.
- Ensure that the inspector training program is effectively and efficiently managed, and complies with all policy requirements.
- Hold managers and supervising officers accountable for ensuring that employee work assignments and schedules allow for sufficient time for employees to fully participate in and complete training requirements.
- Negotiate and oversee national agreements and contracts with training institutions.
- Provide for evaluation of any locally arranged and conducted training.
- Ensure the appropriate elements are included in job task analysis information and that the job task analysis drives training design, development, and evaluation.
- Provide periodic review of training courses to ensure that the content remains current with respect to job tasks, knowledge, skills and inspector performance requirements.

The NCAA ITS Coordinator for Flight Standards Group is responsible for the management, standardization, implementation, and revision of the ITS training program.

The NCAA ITS Coordinator for Flight Standards is responsible for the following:

- Standardized implementation of the ITS in the Flight Standards Group.
- Ensure allocation of resources from the Authority required to fulfill ITS requirements.
- Recommending policy or procedural changes to the ITS.
- Accomplishing revisions to the ITS as required.
- Coordination and communication with different departments of the Flight Standards Group to be sure they are aware of policies and changes to the ITS.

Training Coordinators play a key role in assessing gaps between mission requirements and actual workforce skills, identifying developmental needs, prioritizing training needs, certifying the accomplishment of learning objectives, and fostering on-the-job development.

Training coordinators are responsible for the following:

- Assign office resources: ensure funds and people are provided to support inspector training.
- Ensure that employee work assignments and schedules allow sufficient time for employees to fully participate in and complete training requirements.
- Notify Human Resources Department regarding changes in training requirements, specify new training needs not previously identified, and relinquish training resources that no longer apply.
- Foster a work environment conducive to the success of the training program.
- Communicate regularly with employees regarding the status of training requirements and employee progress in meeting requirements.
- Evaluate the effectiveness of the training program on a continuous basis and providing feedback to the FSG.

- Manage and administer an OJT program in each department, identify specific job tasks for which employees must complete OJT, designate qualified employees to serve as OJT instructors, ensure OJT instructors receive required training, and ensure performance of OJT instructors meets acceptable standards.

OJT Program Managers are responsible for the daily implementation of the ITS training program in each Directorate. They may conduct actual OJT training for inspectors, or may delegate the conduct of training to OJT Instructors when necessary. The OJT Program Manager should be specified in each Directorate.

The OJT Program Manager or delegated OJT Instructors are responsible for the following:

- Arrange for formal training courses that are required for each inspector.
- Schedule On-the-Job-training events.
- Logistics associated with training events.
- Conduct On-the-Job-training events.
- Training recordkeeping.
- Advise the Training Coordinator when training has been completed.
- Annual review of the ITS Training Record for each inspector in the office to determine ongoing training needs.

The Flight Standards Group depends upon the talent and dedication of its employees to accomplish its mission. To meet this challenge, inspectors must recognize and take advantage of opportunities, whether on the job, outside of work, or in formal training, to develop expertise required by changing job requirements.

Each inspector is responsible for the following:

- Collaborate with Training Coordinator to identify his/her training needs.
- Communicate with OJT Program Manager or instructors to plan training activities.
- Actively participate in training activities.
- Review personal training records and documentation as directed.
- Provide feedback and evaluation regarding the effectiveness of the training program.

5.0   INSPECTOR QUALIFICATIONS- NEW HIRE

Flight Standards Group Inspectors conduct highly technical work and occupy sensitive and authoritative positions as representatives of the NCAA and the Federal Government of Nigeria. It is essential that new inspector candidates meet the highest standards of competence and integrity.

The minimum requirements for new-hire Flight Standards Inspectors who are selected as new hires are provided below. While not absolute, these qualifications and experience requirements provide important guidelines for initial employment of new inspectors.

All Inspectors General Requirements for New Hires
Broad air transport background of three years or more/ Relevant academic and technical education in related specialties.
Experience with the problems of operating or maintaining transport aircraft.
Meteorological and climatological knowledge and experience.
Experience in technical training including visual aids, training devices and aircraft flight simulators.
Reputation for possessing qualities of initiative, tact, tolerance and patience.

In addition to these general requirements, NCAA has also provided specific technical recommendations for both Operations and Airworthiness Inspectors. These requirements are given in the four tables below.

Airworthiness Inspectors Specific Technical Requirements for New Hires
Extensive academic and technical education in related engineering specialties.
Progressed through positions of increased technical and supervisory responsibility in the aviation industry.
At least five years of technical employment is normally required to obtain the minimum qualifications and experience needed to perform the duties of a basic starting position as an Airworthiness Inspector in the maintenance or avionics field.
Possess aeronautical licenses, certificates or academic degrees commensurate with their job responsibilities (e.g flight engineer certificate, technician/engineer/mechanic certificate with airframe and power-plant ratings, electronics technician, etc.).

Flight Operations Inspectors **Specific Technical Requirements for New Hires**
Must possess a broad air transport background of a minimum of 12 years with not less than 5000 hrs as pilot-in-command experience of operating air transport military or civil. Note: The flight experience of new hire inspectors should be commensurate with their intended duties. For instance, inspectors who will work only in general aviation would not require flight time in transport type aircraft.
Current Airline Transport Pilot's license. Note: Most States will accept a Commercial Pilot License in lieu of an ATP.
Previous appointments either in operational management, as an airline pilot or training instructor, or as a military pilot where experience in air transport operations would have been acquired.
Must possess experience in technical training including visual aids, training devices and aircraft simulators
In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.
Must be qualified and current on the type of aircraft applied for and experienced on comparable routes to the route expected to conduct inspections.

Ground Operations Inspectors **Specific Technical Requirements for New Hires**
Should possess a Flight Dispatcher License and a broad air transport background of a minimum of 10 years experience in operations of air transport, military or civil.
Must possess experience in technical training programme development including visual aids, design of procedures, instructional techniques, training devices, aircraft mock-ups and supervision.
In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.
Previous appointments either in operational management as an Airline Pilot or Training Instructor, or as a Military Pilot where experience in air transport operations would have been acquired will be an advantage.

Cabin Safety Inspector Specific Technical Requirements for New Hires
Must be qualified on at least one type of aircraft and experienced on comparable routes to the route expected to conduct inspections.
Must possess a broad air transport background of a minimum of 5 years
Experience in technical training programme development including visual aids, design of procedures, instructional techniques, training devices, aircraft mock-ups and supervision will be of advantage.
In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.
Cabin Safety Inspectors are required to maintain flight attendant qualifications however they may not act as operating flight attendants or crew members.

Licensing Inspector Specific Technical requirements for New Hires
Aviation Safety Inspector (Flight Crew, Licensing) A minimum of secondary education certificate. Applicants with higher education such as a University degree will be preferred. Holds or have held a professional licence – CPL or F/Engineer Licence. A broad air transport background of five years or more.
Aviation Safety Inspector (ATC, Licensing) In the case of ASI (ATC) the minimum educational qualification is the B.sc degree in any of the physical sciences or geography. Holds or have held a professional licence with appropriate ATC ratings and minimum of 5 years of post licence/rating experience.
Aviation Safety Inspector (Flight Dispatcher, Licensing) The minimum Educational qualification is a B.Sc Degree in any of the physical science or Geography Must possess broad aviation background of a minimum of 5 years experience in operations of air transport, military or civil Must possess experience in technical training programme development including visual aids, design of procedures, instructional techniques, training devices, aircraft mock-ups and supervision. Previous appointments either in operational management as an airline pilot or training instructor, or as a Military Pilot where experience in air transport operations would have been acquired will be an advantage.
Aviation Safety Inspector (AME, Licensing)

Academic and Professional Qualifications

A holder of a University Degree in relevant field e.g. aeronautical, mechanical, electrical, electronic, or telecommunication; or equivalent professional qualifications.

For graduates, except for aeronautical engineers, they should have attended or be provided with a basic training in aircraft maintenance engineering;

For equivalent professional qualifications they should possess aircraft maintenance engineer's licenses with ratings or appropriate approvals, commensurate with their job responsibilities, i.e., Licences with airframe and power plant and Avionics ratings.

Experience

Have progressed through positions of increased technical and supervisory responsibility in the aviation industry covering civil and/or military aviation as appropriate.

At least 5 years or more post Licence and type rating experience.

Other Attributes

The Inspectors should possess a high degree of integrity, be impartial in carrying out their tasks, be tactful, have a good understanding of human nature and possess the ability to get along well with people.

Aviation Safety Inspector (ASOL)

The minimum educational qualification is the B.sc degree in any of the physical sciences or geography.

Holds or have held an Aeronautical Station Operator Licence with at least 5 years of post licence experience.

Aviation Safety Inspector (ATSEP, Licensing)

In the case of ASI (ATSEP) the minimum educational qualification is the B.sc degree in any of the engineering fields.

Holds or have held a professional licence with appropriate ratings and minimum of 5 years of post licence/rating experience.

Aviation Safety Inspector (Cabin Crew, Licensing)

The minimum educational qualification is the B.sc degree in any discipline.

Holds or have held an professional Cabin Crew licence with appropriate type ratings with at least 5 years of post licence/rating in experience

6.0   TRAINING PROFILES

This training program specifies the minimum *initial* training requirements that must be completed for both Operations and Airworthiness Inspectors. *Recurrent* training requirements are discussed in Section 7 and are not specifically shown in the Training Profiles.

The training required for any individual inspector is based upon the specific Job Tasks that the inspector will be asked to perform. The Job Tasks are shown in the Training Profiles for Operations and Airworthiness Inspectors. These two Training Profiles are located in Appendix 1 and 2 of this document.

Within the Training Profiles the Job Tasks have been divided into nine training categories that represent the principal subject areas for Flight Standards Inspectors. Each training category includes a listing of all possible Job Tasks. These same training categories are used consistently throughout the ITS system. The training categories are as follows:

1. Indoctrination
2. Certification
3. Surveillance
4. Personnel Licensing
5. Investigations
6. Job Skills
7. Aircraft Dispatcher (OPS) – or Avionics (AIR)
8. Cabin Safety
9. Management

Training categories one through five are normally considered core training that is required for all inspectors. If more than one course is shown in the category, it is expected that, as a minimum, at least the first course listed in the category will be provided to an inspector prior to being assigned as a Principal Inspector. Training categories six through nine are optional specialized training.

For each of these training categories a formal required classroom training course has been specified. In order to determine the training required for an inspector, simply consult the appropriate Training Profile (either Operations or Airworthiness), and locate the Job Task that the inspector will be asked to perform. The inspector must complete both the formal classroom training course associated with that Job Task, and On-the-Job training for that Job Task, before he can be given authority to conduct the task by himself. The process is illustrated as follows:

Select Training Category → Complete Formal Course → Complete OJT on Job Tasks

In order to achieve qualification for any particular Job Task, an inspector must complete both the formal course and the OJT for that Job Task. A detailed analysis of each Job Task is found in a separate Job Task Analysis document for Operations and Airworthiness Inspectors.

7.0 TRAINING CATEGORIES

This section provides a description of each training category traditionally used in the Flight Standards Group. In addition to the nine principal training categories used in the ITS, several sub-categories are also discussed below in order to provide supporting details, policy, or NCAA requirements for that subject area. Sample formal classroom training course descriptions can be found for each of these subject areas in the ITS Formal Course Standards.

It is important to note that the training categories used in the ITS represent NCAA oriented job functions. The ITS does not use training categories called, *Flight Operations* or *Airworthiness* because there are inspector specialties not specific job functions. Training requirements for both these specialties are included under each of the nine training categories used in the ITS. All of the following subject areas have been addressed in the ITS Training Profiles under one of the nine principal training categories.

A. INDOCTRINATION
Training courses in this category are designed to provide a new employee with the history of the NCAA, obligations, normal office procedures, ethics standards, computer skills, use of software, information technologies, and administrative procedures related to such things as time and attendance, leave, pay, retirement, conduct and discipline, etc.

B. CERTIFICATION
Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the certification of air operators and aircraft maintenance organizations.

C. SURVEILLANCE
Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the surveillance or inspection of the aviation industry.

D. PERSONNEL LICENSING
Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the licensing of flight and ground personnel as required by Nigerian Civil Aviation Regulations. These will normally include pilots, mechanics, flight engineers, dispatchers, etc.

E. FLIGHT TRAINING
All operations inspectors who conduct airborne inspections should participate in some form of flight training and an ongoing flight currency program. These courses provide the knowledge and skill necessary to provide for the licensing and oversight of flight crew personnel. For this reason, flight training courses have been included under the Personnel Licensing training category.

New hire Operations Inspectors should complete a course of flight training during their first year of employment with the NCAA. Thereafter, Inspectors with responsibilities on aircraft that require a type rating should complete an initial or recurrent flight training course every 12 months.

Inspectors with responsibilities on small aircraft should complete an initial or recurrent flight training course at least every 24 months. Inspectors with responsibilities in both airplanes and helicopters should complete recurrent flight training courses in both categories every 24 months.

In order to conserve training resources, no inspector should be sent to an initial type rating flight course if assignments and workloads can be adjusted so that an inspector who already has the required type rating can be used to satisfy the job requirement.

Unlike flight courses, for maintenance oriented aircraft systems ground training courses there is no 12 or 24 month regulatory requirement. In addition, though the Directorate has the skill, a different person could be submitted in subsequent years in order to build additional capacity.

F. INVESTIGATIONS
Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the investigation of aircraft incidents, accidents, and violations. Courses of this type include Aircraft Accident Investigation, Human Factors, Compliance and Enforcement, etc.

G. JOB SKILLS
Training courses in this category include many subjects that will enhance an Inspector's knowledge and skill in any work related area. This will include such things as systems training, advanced techniques, new technologies, safety management, communications skills, computers, report writing, etc. The ongoing enhancement of Inspector skills is an ICAO requirement.

H. AIRCRAFT DISPATCHER
Training courses in this category prepare an Inspector for advanced responsibilities in the areas of aircraft dispatch, long range flight planning, load control, ground handling, meteorology, etc.

I. AVIONICS
Training courses in this category prepare an Inspector for advanced responsibilities in the certification, approval, and inspection of airborne avionics systems.

J. CABIN SAFETY
Training courses in this category prepare an Inspector for advanced responsibilities in the areas of cabin safety, aircraft equipment, cabin crew procedures, etc.

K. MANAGEMENT
Training courses in this category provide an Inspector with the knowledge and skill that is required to function effectively as a supervisor, manager, training manager, or instructor. Courses in this category include Basic Supervisory Skills, Advanced Management Techniques, Instructor Training, Labor Relations, Conduct and Discipline, Systems Thinking, Strategic Planning, etc.

L. RECURRENT
Recurrent training requirements are not shown in the Inspector Training Profiles. Instead, a customized program of recurrent training is created for each inspector at the time he is hired. This program should be reviewed and updated annually. In addition to any required recurrent flight training, one or more formal classroom recurrent training courses must be provided for each inspector every 36 months, or more often if required to maintain proficiency in all assigned Inspector Job Tasks.

The selection of the most appropriate recurrent training courses should be determined by the Inspector in collaboration with his Training Coordinator and reviewed for accuracy and applicability at least annually. Descriptions of the most common recurrent training courses used in Flight Standards Group work are provided in the ITS Formal Course Standards. There are no additional Job Tasks associated with formal classroom recurrent training courses.

M. ON-THE-JOB TRAINING

On-the-Job Training (OJT) must be completed during initial training for every Job Task that an Inspector will be authorized to conduct without assistance. An Inspector must complete three phases of OJT instruction for each Job Task. This training must be accomplished under the direct supervision of the OJT Program Manager or an authorized OJT Instructor/qualified inspector. Detailed procedures for the conduct of OJT are found in the ITS OJT Guide which is a part of the ITS system.

8.0   TRAINING PROCESS

When a new candidate is selected from the aviation industry or advanced program to become a Flight Standards Group Inspector he is issued a Position Description for a New Hire/ Developmental Inspector. He must then complete the training requirements specified in this document before being given the authority to accomplish any inspector Job Task without direct supervision.

All new hire employees normally begin training with Indoctrination training. After successfully completing this training requirement a new inspector is then issued NCAA credential, but at this point any Job Task accomplished for the NCAA must still be under the direct supervision of another qualified inspector or OJT Instructor. All new-hire Inspectors must complete both the formal training course and On-the-Job training on the associated Job Tasks before being given authority to accomplish a Job Task by himself.

After receiving a NCAA Credential, the new inspector normally continues training until he has completed training in all five subject areas that comprise the *core* of inspector job functions.
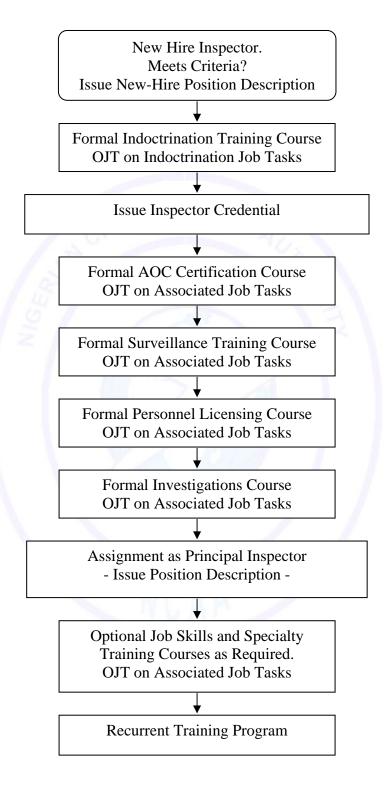
Core training refers to the essential training that must be provided to all Flight Standards Group Inspectors. Core training requirements are found in the first five training categories of the Training Profiles. If more than one course is shown in a category, as a minimum, at least the first course listed in the category will be provided to an inspector prior to being assigned as a Principal Inspector.

The five essential core training courses are: New Employee Orientation, Air Operator Certification, Air Operator Surveillance, Personnel Licensing Procedures and Compliance & Enforcement. When these minimum core training requirements have been completed the inspector can be issued a Principal Inspector Position Description as described in Section 12 of this document. He should then continue training until all training courses found in the first five training categories has been completed.

The following flowchart depicts the typical training process for a new-hire employee all the way through final qualification and journeyman status. This process can be modified as necessary to accommodate special requirements.

```
┌─────────────────────────────────────┐
│          New Hire Inspector.         │
│            Meets Criteria?           │
│    Issue New-Hire Position Description │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│  Formal Indoctrination Training Course │
│    OJT on Indoctrination Job Tasks    │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│        Issue Inspector Credential     │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│     Formal AOC Certification Course   │
│      OJT on Associated Job Tasks      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│   Formal Surveillance Training Course │
│      OJT on Associated Job Tasks      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│    Formal Personnel Licensing Course  │
│      OJT on Associated Job Tasks      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│      Formal Investigations Course     │
│      OJT on Associated Job Tasks      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│    Assignment as Principal Inspector  │
│      - Issue Position Description -    │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│     Optional Job Skills and Specialty │
│      Training Courses as Required.    │
│      OJT on Associated Job Tasks      │
└─────────────────────────────────────┘
                   │
                   ▼
┌─────────────────────────────────────┐
│       Recurrent Training Program      │
└─────────────────────────────────────┘
```

9.0   INSPECTOR QUALIFICATIONS- JOURNEYMAN

Final inspector qualification is accomplished in three steps as shown in the table below.

Final Inspector Qualification		
Step #	**NCAA Authority Granted:**	**Training Required:**
1.	Issuance of the NCAA inspector credential.	Meets new hire minimum requirements. Completion of the Indoctrination formal course and OJT on associated Job Tasks as specified in the OPS or AIR Inspector training profiles.
2.	Signature authority for any particular job task.	Completion of the formal training course and OJT associated with that Job Task as specified in the OPS or AIR Inspector training profiles.
3.	Assignment as Principal Inspector	Completion of at least the minimum five core training courses.

10.0   FORMAL COURSE STANDARDS

Formal training course descriptions for Operations and Airworthiness inspectors are found in a separate document titled the ITS Formal Course Standards.

These course descriptions specify the title, course number, minimum training hours, and minimum content that must be included for each course. All formal classroom training courses provided to Flight Standards Inspectors must meet these minimum requirements in order to be creditable under this training program.

Course descriptions are provided for both initial and recurrent training courses under the same nine standardized training categories used throughout the Inspector Training System.

1. Indoctrination
2. Certification
3. Surveillance
4. Personnel Licensing (includes Flight Training requirements)

5. Investigations
6. Job Skills
7. Aircraft Dispatcher (OPS profile only) – or Avionics (AIR profile only)
8. Cabin Safety
9. Management

A course that does not meet the minimum guidelines specified in the Formal Course Standards cannot be used for credit in the ITS system. In this case the FSG normally chooses a different course that does meet the standard.

If the FSG must use a deficient course, and wish to use it for credit under the ITS, the course must first be modified by adding additional time and material so that it will comply with the standard.

Alternatively, the FSG could take the first deficient course and then combine it with a second supplementary course. This combination of two courses to meet the requirements of one ITS course would be acceptable. The most important thing is to ensure that high quality training is done, and to comply with the total hours and recommended subjects as specified in the Formal Course Standards.

11.0   RECORD KEEPING

It is imperative that an accurate and permanent record be created to record the training status of each Inspector. This record should be meticulously maintained from the time the Inspector is hired into the NCAA until the time he retires from the NCAA.

Recordkeeping under the ITS is accomplished by the ITS Training Record. This Training Record is a hard copy/an automated software program which uses Microsoft Access. The software includes automated summary functions for managers and worksheets for both Operations and Airworthiness Inspectors. The ITS Training Record creates a comprehensive record of the formal classroom training and on-the-job training that has been completed by each inspector during his career. A further description and complete instructions for the use of the ITS Training Record are found in the ITS OJT Guide. The hard copy uses the Form AC-AWS017 (Aviation Safety Inspector OJT Progress Chart) for the OJT accomplishment and individual training files for the record of the formal course training.

12.0   POSITION DESCRIPTIONS

Position Descriptions are used by the NCAA for administrative control to assign an Inspector to a particular job function or specialty. They may contain administrative information such as pay grade, and descriptions of the employee's areas of responsibility.

Position Descriptions do not specify training requirements. Training requirements are specified in the Inspector Training Profiles and are based on the individual Job Tasks that an inspector will be asked to perform.

Position Descriptions (PDs) have been provided for ten inspector specialties in common use. These PDs are located in Appendix 3 of this document and can be used by NCAA management at their discretion. Titles of the PDs are shown below.

1. Flight Operations Inspectors:
▪ New Hire/ Developmental Inspector
▪ Principal Operations Inspector
▪ Aircraft Dispatcher Inspector

2. Airworthiness Inspectors:
▪ New Hire/ Developmental Inspector
▪ Principal Airworthiness (Maintenance) Inspector
▪ Principal Airworthiness (Avionics) Inspector

3. Either Operations or Airworthiness Inspectors:
▪ Cabin Safety Inspector

4. Supervisory Personnel
▪ Operations Unit General Managers
▪ Airworthiness Unit General Managers
▪ Training Coordinator

The New Hire/Developmental PD should be issued to all inspector personnel at the time they are hired. The Principal Operations and Airworthiness Inspector PDs should be issued to an inspector only after he has completed the core training requirements specified in Section 8 of this guide. The Aircraft Dispatcher, Principal Avionics, Cabin Safety and Supervisory PDs should be issued only after completion of all core training as well as the additional specialized training shown in the Training Profiles. In this way issuance of a PD assigns inspector responsibilities, and also serves to indicate that the inspector has completed all training that is required for that assignment.

13.0   DEFINITIONS

Approved Curriculum: A training course that includes all of the following characteristics:

a.   A course number assigned by the training institution.
b.   Instructors who have been approved by the training institution in accordance with established criteria.
c.   Written courseware that includes student prerequisites, written objectives, instructor lesson plans, and established requirements for graduation.
d.   Some form of assessment to determine that the training objectives have been met.

Continuing Development Training: Optional training required to improve an employee's Position Essential skills. This is supplemental training that is not necessarily required for all employees. This training will be identified through collaboration between an employee and his supervisor or manager. This training should only be scheduled after all core training requirements have been completed.

Core Training: Core training refers to the essential training (both formal courses and OJT) that should be provided to all Flight Standards Inspectors. Core training requirements are shown in the ITS as the first formal course listed in training categories 1 through 5. These five courses are: New Employee Orientation, Air Operator Certification, Air Operator Surveillance, Personnel Licensing Procedures and Compliance & Enforcement.

DEVELOPMENTAL: DEVELOPMENTAL REFERS TO TWO TYPES OF INSPECTORS:

1. A person who has been hired as an inspector by the NCAA but who does not meet all of the minimum recruitment standards specified by the NCAA. The individual in this category will continue to develop their training and experience under the guidance of the NCAA until meeting the minimum requirements for new inspectors. This inspector is not issued an inspector credential until he/she meets all new hire requirements as well as all core training requirements.

2. A new-hire inspector who meets all of the recruitment standards but who has not yet completed the core training requirements for Principal Inspectors.

Formal Training Course: A course of training conducted in a classroom environment in accordance with an Approved Curriculum (see definition above). Formal courses include all flight courses and most courses conducted by approved training institutions.

FOUR STEPS OF TRAINING EVALUATION:
Level 1: Reaction - How well did the trainees like the program.
Level 2: Learning - To what extent did the trainees learn the facts, principles and approaches that were included in the classroom training.
Level 3: Behavior - To what extent did their job behavior change because of the program.
Level 4: Results - What final results were achieved (Reduction in cost, reduction in turnover, improvement in production. etc.).

Informal Course: Courses in this category include computer-based instruction (CBI), correspondence training, interactive video tele-training (IVT), videotapes, web-based training (WBT), and locally funded workshops, seminars, conferences, and symposia.

Instructional Systems Design (ISD): A systematic approach to training in which all phases of the development process are put together in logical steps. Each phase builds on the preceding one and is used to develop training that is linked to job performance.

Job Task Analysis (JTA): The process of making a complete task inventory of a job which results in accurate and descriptive task statements and other job-specific information.

Journeyman Inspector: A generic term for any inspector who meets the minimum recruitment standards specified by the NCAA and has completed the core training requirements.

Mandatory Training: Training that must be accomplished by an Inspector before he can accomplish assigned Job Tasks without assistance. Previous work experience may not be substituted for this training.

New-Hire: A new employee hired to become a Flight Standards Inspector at the NCAA. New hire inspector personnel should be issued Developmental position descriptions until completing the core training requirements.

On-The-Job Training (OJT): Structured training conducted at a work site by the supervisor or his/her designee. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on the job.

Position Essential Training; Supplemental training or skill required by an employee that will significantly enhance his performance in his current duty position. This is highly desirable training for which there is no associated Job Task specified in the Training Profile. Previous equivalent work experience or training may be substituted for this training.

Recurrent Training: A course of refresher training taken at specified time periods after initial training. Recurrent training should be completed at regular intervals.

Specialized Training: Specialized training is additional training, beyond the Principal Inspector level, that is provided to improve an inspector's abilities in a specific area. Examples might include such things as aircraft dispatch, avionics, cabin safety, or supervisory training.

Training Needs Assessment (TNA): The Flight Standards process for determining training requirements. This process is used to identify all training requirements, including formal, management, general, and other training.

APPENDIX 1 – OPERATIONS INSPECTOR TRAINING PROFILE

Operations Inspector Training Profile

Job Function	Duty	OPS Task #	Task Description
1.0 Indoctrination		**1.000**	

Formal Course Name: New Employee Orientation
Formal Course Number: 1001

Job Function	Duty	OPS Task #	Task Description
Indoctrination	Admin	1.001	Employee benefits
Indoctrination	Admin	1.002	Time and Attendance
Indoctrination	Admin	1.003	Employee Training and Development
Indoctrination	Admin	1.004	Office Communications
Indoctrination	Admin	1.005	Computer Systems
Indoctrination	Admin	1.006	Managing Resources
Indoctrination	Admin	1.007	Employee Ethics
Indoctrination	Admin	1.008	Labor Unions
Indoctrination	Admin	1.009	Conduct and Discipline
Indoctrination	Admin	1.010	Travel
Indoctrination	Admin	1.011	Security

Job Function	Duty	OPS Task #	Task Description
2.0 Certification		**2.000**	

Formal Course Name: Air Operator Certification - Operations
Formal Course Number: 2001

Job Function	Duty	OPS Task #	Task Description
Certification	Air Operator	2.001	Cert Phase I: Pre-application Phase - (Gate I)
Certification	Air Operator	2.002	Cert Phase II: Formal Application Phase - (Gate II)
Certification	Air Operator	2.003	Cert Phase III: Document Compliance Phase
Certification	Air Operator	2.004	Cert Phase IV: Demonstration and Inspection Phase - (Gate III)
Certification	Air Operator	2.005	Cert Phase V: Certification Phase
Certification	Air Operator	2.006	Conduct Certification of an Agricultural Aircraft Operator
Certification	Air Operator	2.007	Conduct Administrative Activities for an Air Carrier Operator Applicant
Certification	Air Operator	2.008	Evaluate a Compliance Statement
Certification	Air Operator	2.009	Evaluate a General Operations Manual
Certification	Air Operator	2.010	Approve a Flight Crew Training Program
Certification	Air Operator	2.011	Add an Aircraft to an Existing Air Carrier Operating Certificate
Certification	Air Operator	2.012	Blank
Certification	Air Operator	2.013	Approve an Aircraft Checklist
Certification	Air Operator	2.014	Approve an Exit Row Seating Program
Certification	Air Operator	2.015	Approve a Carry-On Baggage Program
Certification	Air Operator	2.016	Approve a Passenger Briefing Card
Certification	Air Operator	2.017	Approve a Flight Simulation Device (Simulator and/or Flight Training Device)

Certification	Air Operator	2.018	Evaluate Director of Operations Qualifications
Certification	Air Operator	2.019	Evaluate Chief Pilot Qualifications
Certification	Air Operator	2.020	Evaluate Director of Safety Qualifications
Certification	Air Operator	2.021	Approve a Check Airman
Certification	Air Operator	2.022	Evaluate and approve a Minimum Equipment List (MEL)
Certification	Air Operator	2.023	Evaluate a Weight and Balance Control Program
Certification	Air Operator	2.024	Approve a Hazardous Materials Program
Certification	Air Operator	2.025	Evaluate an Aircraft Lease Agreement
Certification	Air Operator	2.026	Evaluate an Exemption, Deviation, or Waiver Request
Certification	Air Operator	2.027	Evaluate/ Approve a Deicing Program
Certification	Air Operator	2.028	Evaluate a Line Station Facility
Certification	Air Operator	2.029	Evaluate a Crewmember Recordkeeping System
Certification	Air Operator	2.030	Evaluate a Flight/Trip Recordkeeping System
Certification	Air Operator	2.031	Evaluate an Internal Evaluation Program
Certification	Air Operator	2.032	Evaluate an Environmental Assessment
Certification	Air Operator	2.033	Evaluate a Main Operations Base
Certification	Air Operator	2.034	Conduct an Emergency Evacuation Demonstration
Certification	Air Operator	2.035	Conduct a Ditching Demonstration
Certification	Air Operator	2.036	Blank
Certification	Air Operator	2.037	Conduct an Aircraft Proving Test
Certification	Air Operator	2.038	Issue or Amend Operations Specifications (OPSS)
Certification	Air Operator	2.039	Evaluate a Dispatch Center
Certification	Air Operator	2.040	Evaluate a Dispatch Training Program
Certification	Air Operator	2.041	Evaluate a Dispatch System (Operational Control)
Certification	Air Operator	2.042	Evaluate a Airport Aeronautical Data
Certification	Air Operator	2.043	Evaluate Aeronautical Weather Data
Certification	Air Operator	2.044	Approve an Enhanced Weather Information System
Certification	Air Operator	2.045	Approve Aircraft Performance Operating Limitations and Airport Runway Performance Data Analysis System
Certification	Air Operator	2.046	Evaluate Personnel Who have been Granted Operational Control Authority
Certification	Air Operator	2.047	Evaluate Flight Following Procedures for Supplemental Operations
Certification	Air Operator	2.048	Evaluate Flight Locating Procedures
Certification	Air Operator	2.049	Evaluate Alternate Airport Considerations
Certification	Air Operator	2.050	Conduct Initial Certification/Renewal of a Rotorcraft Operator
Certification	Air Operator	2.051	Add a helicopter to an Existing External Load Certificate
Certification	Air Operator	2.052	Evaluate a Rotorcraft-Load Combination Flight Manual
Certification	Air Operator	2.053	Approve a Rotorcraft Class D Training Program
Certification	Air Operator	2.054	Evaluate a Rotorcraft Congested Area Plan
Certification	Air Operator	2.055	Issue Operations Specifications for a Rotorcraft Operator
Certification	Air Operator	2.056	Evaluate a Flight Attendant Training Program
Certification	Air Operator	2.057	Evaluate a Flight Attendant Manual
Certification	Air Operator	2.058	Evaluate an Extended Range Operations With Two-Engine Airplanes (ETOPS)
Certification	Air Operator	2.059	Evaluate a Reduced Vertical Separation Minimums (RVSM) Program

Certification	Air Operator	2.060	Evaluate a Special Means of Navigation
Certification	Air Operator	2.061	Evaluate a Category II and Category III Program
Certification	Air Operator	2.062	Approve Special Category I/ Category II/ Category III Operation
Certification	Air Operator	2.063	Conduct a Validation Test

3.0 Surveillance   3.000
Formal Course Name: Air Operator Surveillance - Operations
Formal Course Number: 3001

Surveillance	Air Operator	3.001	Plan a Surveillance Work Program
Surveillance	Air Operator	3.002	Conduct an Ultralight Ramp Inspection
Surveillance	Air Operator	3.003	Conduct Airplane Ramp Inspection
Surveillance	Air Operator	3.004	Conduct a Cabin En Route Inspection
Surveillance	Air Operator	3.005	Conduct a Cockpit En Route Inspection
Surveillance	Air Operator	3.006	Inspect a Line Station Operation and Facilities
Surveillance	Air Operator	3.007	Inspect Trip Records
Surveillance	Air Operator	3.008	Inspect Crew & Dispatch Records
Surveillance	Air Operator	3.009	Inspect a Check Airman
Surveillance	Air Operator	3.010	Inspect a Main Operations Base
Surveillance	Air Operator	3.011	Inspection During Bankruptcy, Strike, or Merger
Surveillance	Air Operator	3.012	Inspect a Deicing Program
Surveillance	Air Operator	3.013	Inspect a General Operations Manual
Surveillance	Air Operator	3.014	Inspect an Internal Evaluation Program
Surveillance	Air Operator	3.015	Blank
Surveillance	Air Operator	3.016	Inspect Extended Range Operations for Two-Engine Airplanes (ETOPS)
Surveillance	Air Operator	3.017	Inspect a Flight Crew Training Program
Surveillance	Air Operator	3.018	Inspect a Cabin Crew Training Program
Surveillance	Air Operator	3.019	Inspect a Check Airman or Instructor Training Program
Surveillance	Air Operator	3.020	Inspect a Dispatcher Training Program
Surveillance	Air Operator	3.021	Inspect Simulator or Flight Training Device
Surveillance	Air Operator	3.022	Inspect a Station Personnel Training Program
Surveillance	Air Operator	3.023	Inspect a Flight Follower Training Program
Surveillance	Air Operator	3.024	Inspect Flight Following/ Flight Locating Procedures
Surveillance	Air Operator	3.025	Inspect Dispatch Procedures
Surveillance	Air Operator	3.026	Inspect Personnel Who have Been Granted Operational Control Authority
Surveillance	Air Operator	3.027	Inspect a Heliport
Surveillance	Air Operator	3.028	Conduct a Rotorcraft Ramp Inspection
Surveillance	Air Operator	3.029	Inspect Rotorcraft External Load Base Inspection
Surveillance	Air Operator	3.030	Inspect Rotorcraft External Load Operation
Surveillance	Air Operator	3.031	Conduct Surveillance of a Banner Tow Operator
Surveillance	Air Operator	3.032	Conduct Surveillance of a Special Event
Surveillance	Air Operator	3.033	Conduct a Ramp Inspection of Foreign Registered Aircraft

4.0 Personnel Licensing   4.000
Formal Course Name: Personnel Licensing Procedures - Operations
Formal Course Number: 4001

Per. Licensing	Certification	4.001	Conduct Written Test for Personnel Licensing
Per. Licensing	Certification	4.002	Issue a Student Pilot Certificate
Per. Licensing	Certification	4.003	Certificate a Private Pilot (Ground portion only)
Per. Licensing	Certification	4.004	Certificate a Commercial Pilot (Ground portion only)
Per. Licensing	Certification	4.005	Certificate an Instrument Rating Pilot (Ground portion only)
Per. Licensing	Certification	4.006	Certificate an Airline Transport Pilot (Ground portion only)
Per. Licensing	Certification	4.007	Certificate a Flight Instructor (Ground portion only)
Per. Licensing	Certification	4.008	Renew a Flight Instructor Certificate (no flight check)
Per. Licensing	Certification	4.009	Issue Additional Aircraft Ratings (Ground portion only)
Per. Licensing	Certification	4.010	Certificate a Ground Instructor
Per. Licensing	Certification	4.011	Certificate a Flight Engineer (Ground portion only)
Per. Licensing	Certification	4.012	Certificate an Aircraft Dispatcher
Per. Licensing	Certification	4.013	Issue a Replacement Pilot Certificate
Per. Licensing	Certification	4.014	Issue a Pilot Certificate Based On Military Competence
Per. Licensing	Certification	4.015	Issue a Pilot Certificate Based on a Foreign Pilot License
Per. Licensing	Certification	4.016	Issue a Special Purpose Pilot/Flight Engineer Authorization
Per. Licensing	Certification	4.017	Conduct a Special Medical Practical Test
Per. Licensing	Certification	4.018	Surveillance of a Flight Instructor
Per. Licensing	Certification	4.019	Inspect a Flight Instructor Refresher Course

4.2 Personnel Licensing   4.200
Formal Course Name: Designated Examiner Procedures - Operations
Formal Course Number: 4201

Per. Licensing	Examiners	4.201	Designate or Renew a Pilot Examiner
Per. Licensing	Examiners	4.202	Designate or Renew a Flight Engineer Examiner
Per. Licensing	Examiners	4.203	Designate or Renew an Aircraft Dispatcher Examiner
Per. Licensing	Examiners	4.204	Inspect a Designated Pilot Examiner
Per. Licensing	Examiners	4.205	Inspect a Pilot Examiner Training Course
Per. Licensing	Examiners	4.206	Inspect a Flight Engineer Examiner
Per. Licensing	Examiners	4.207	Inspect a Dispatcher Examiner
Per. Licensing	Examiners	4.208	Inspect a Training Center Designated Examiner

4.5 Personnel Licensing   4.500
Formal Course Name: Aviation Training Organizations - Operations
Formal Course Number: 4501

Per. Licensing	Trn'g Center	4.501	Conduct Certification or Renewal of Training Center
Per. Licensing	Trn'g Center	4.502	Inspect Personnel, Facilities and Equipment of a Training Center

Per. Licensing	Trn'g Center	4.503	Inspect Training Center Personnel and Qualifications
Per. Licensing	Trn'g Center	4.504	Inspect Training Center Personnel Records
Per. Licensing	Trn'g Center	4.505	Inspect a Training Center Designated Examiner
Per. Licensing	Trn'g Center	4.506	Designate or Inspect a Training Center Evaluator
Per. Licensing	Trn'g Center	4.507	Conduct a Knowledge Test, Practical Test, Stage Check or End-of-Course Test to Students of a Training Center
Per. Licensing	Trn'g Center	4.508	Inspect Student Records at a Training Center
Per. Licensing	Trn'g Center	4.509	Inspect a Certified Flight Instructor Refresher Course
Per. Licensing	Trn'g Center	4.510	Inspect Training Center Simulator or Flight Training Device
Per. Licensing	Trn'g Center	4.511	Inspect a Computer Testing Center
Per. Licensing	Trn'g Center	4.512	Approve a Training Center Training Program Curriculum
Per. Licensing	Trn'g Center	4.513	Evaluate Training Center Safety Procedures
Per. Licensing	Trn'g Center	4.514	Evaluate Training Center Lease or Contract
Per. Licensing	Trn'g Center	4.515	Designate a Chief Flight Instructor for a Training Center
Per. Licensing	Trn'g Center	4.516	Evaluate Airports Used by Pilot Schools
Per. Licensing	Trn'g Center	4.517	Evaluate Aircraft Used by Pilot Schools
Per. Licensing	Trn'g Center	4.518	Conduct Training Center Aircraft Ramp Inspection
Per. Licensing	Trn'g Center	4.519	Approve a Training Center's Minimum Equipment List (MEL)
Per. Licensing	Trn'g Center	4.520	Withdrawal, Suspension, Revocation, Denial, or Amendment of Training Center Training Specifications

4.7 Personnel Licensing   4.700
Formal Course Name: Flight Testing Procedures
Formal Course Number: 4701

Per. Licensing	Flight Test	4.701	Conduct a Private Pilot Flight Test
Per. Licensing	Flight Test	4.702	Conduct a Commercial Pilot Flight Test
Per. Licensing	Flight Test	4.703	Conduct an Instrument Rating Pilot Flight Test
Per. Licensing	Flight Test	4.704	Conduct an Airline Transport Pilot Flight Test
Per. Licensing	Flight Test	4.705	Conduct a Flight Instructor Flight Test
Per. Licensing	Flight Test	4.706	Conduct Flight Test for Additional Aircraft Rating
Per. Licensing	Flight Test	4.707	Conduct a Flight Engineer Flight Test
Per. Licensing	Flight Test	4.708	Conduct a VFR Pilot Competency Check for Air Operator
Per. Licensing	Flight Test	4.709	Conduct a IFR Pilot Proficiency Check for Air Operator
Per. Licensing	Flight Test	4.710	Conduct a Line Check Inspection for Air Operator
Per. Licensing	Flight Test	4.711	Approve a Check Airman for Air Operator
Per. Licensing	Flight Test	4.712	Conduct a Pilot Proficiency Check for Business Aircraft
Per. Licensing	Flight Test	4.713	Conduct a Pilot Instrument Proficiency Check
Per. Licensing	Flight Test	4.714	Conduct a Flight Engineer Proficiency Check
Per. Licensing	Flight Test	4.715	Conduct a Category II or Category III Pilot Flight Check
Per. Licensing	Flight Test	4.716	Conduct Proficiency Check for a Training Center Evaluator
Per. Licensing	Flight Test	4.717	Conduct a Agricultural Pilot Knowledge and Skill Test

Per. Licensing	Flight Test	4.718	Conduct Flight Check for Additional Aircraft Ratings
Per. Licensing	Flight Test	4.719	Issue a Letter Of Authorization In Lieu of a Type Rating
Per. Licensing	Flight Test	4.720	Issue/Renew/Rescind a Statement of Aerobatic Competency
Per. Licensing	Flight Test	4.721	Re-examination of an Airman
Per. Licensing	Flight Test	4.722	Administer Rotorcraft Chief Pilot Knowledge and Skill Test
Per. Licensing	Flight Test	4.723	Conduct a Rotorcraft Pilot Proficiency Check

5.0 Investigations　　　　5.000
Formal Course Name: Compliance & Enforcement   (or   Resolution of Safety Concerns)
Formal Course Number: 5001

Investigations	Enforcement	5.001	Conduct an Enforcement Investigation
Investigations	Enforcement	5.002	Investigate Non-Compliance in Accordance with Self-Disclosure
Investigations	Enforcement	5.003	Provide Technical Assistance to Legal Counsel
Investigations	Enforcement	5.004	Investigate a Complaint
Investigations	Enforcement	5.005	Investigate a Noise Complaint or Damage Caused by a Civil Aircraft
Investigations	Enforcement	5.006	Withdrawal, Suspension, Revocation, Denial, or Amendment of Operations Specifications
Investigations	Enforcement	5.007	Investigate Reports of Reckless Flying
Investigations	Enforcement	5.008	Investigate a Hazardous Air Traffic Report (HATR)
Investigations	Enforcement	5.009	Investigate a Pilot Deviation
Investigations	Enforcement	5.010	Investigate a Gross Navigation Error
Investigations	Enforcement	5.011	Investigate a Report of a Near Midair Collision (NMAC)
Investigations	Enforcement	5.012	Investigate a Report of Emergency Evacuation
Investigations	Enforcement	5.013	Investigate an Incident Involving Hazardous Materials
Investigations	Enforcement	5.014	Process a Surrender of a Certificate Holder's Certificate

5.5 Investigations　　　　5.500
Formal Course Name: Aircraft Accident Investigation
Formal Course Number: 5501

Investigations	Accident	5.501	Investigate an Aircraft Accident
Investigations	Accident	5.502	Investigate an Aircraft Incident
Investigations	Accident	5.503	Investigate an Aircraft Occurrence
Investigations	Accident	5.504	Investigate a Foreign Air Carrier Incident

6.0　　　　　　6.000
6.0 Job Skills
Formal Course Name: Simulator Evaluation
Formal Course Number: 6001

| Job Skills | Simulators | 6.001 | Approve a Flight Simulator or Flight Training Device |

Job Skills	Simulators	6.002	Inspect Air Operator's Use of Simulator or Flight Training Device

6.2 Job Skills 6.200
Formal Course Name: Agricultural Air Operations
Formal Course Number: 6201

Job Skills	Agricultural	6.201	Inspect an Agricultural Operator's Main Base or Facility
Job Skills	Agricultural	6.202	Conduct a Ramp Inspection of an Agricultural Aircraft
Job Skills	Agricultural	6.203	Evaluate an Agricultural Operator's Congested Area Plan
Job Skills	Agricultural	6.204	Inspect an Agricultural Operation Including Congested Area Operations
Job Skills	Agricultural	6.205	Inspect Agricultural Operator's Hazardous Materials Safety Procedures

6.5 Job Skills 6.500
Formal Course Name: Aviation Safety Program Manager - Operations
Formal Course Number: 6501

Job Skills	Safety Prgm	6.501	Develop an Annual District Aviation Safety Prgm Plan
Job Skills	Safety Prgm	6.502	Manage Safety Meetings, Events and Activities
Job Skills	Safety Prgm	6.503	Appoint an Aviation Safety Counselor
Job Skills	Safety Prgm	6.504	Issue an Aviation Safety Award
Job Skills	Safety Prgm	6.505	Evaluate Accident or Incident Reports for Trends
Job Skills	Safety Prgm	6.506	Process a Flight Assist Report
Job Skills	Safety Prgm	6.507	Counsel an Airman
Job Skills	Safety Prgm	6.508	Process a Remedial Training Action
Job Skills	Safety Prgm	6.509	Issue Waiver or Authorization for a Aviation Event
Job Skills	Safety Prgm	6.510	Issue Waiver or Authorization for a Low Altitude Flight
Job Skills	Safety Prgm	6.511	Issue Waiver or Authorization for Banner Towing
Job Skills	Safety Prgm	6.512	Issue Waiver or Authorization for an Aerobatic Practice Area
Job Skills	Safety Prgm	6.513	Issue Waiver or Authorization for Restricted Category Aircraft

6.7 Job Skills 6.700
Formal Course Name: Safety Management Systems
Formal Course Number: 6701

Job Skills	SMS	6.701	Approve a Safety Management System
Job Skills	SMS	6.702	Inspect a Safety Management System

6.8 Job Skills   **6.800**
Formal Course Name: Foreign Air Carriers
Formal Course Number: 6801

Job Skills	Foreign	6.801	Conduct a Ramp Inspection of Foreign Registered Aircraft
Job Skills	Foreign	6.802	Issue Operations Specifications to a Foreign Air Carrier
Job Skills	Foreign	6.803	Investigate a Foreign Air Carrier Incident
Job Skills	Foreign	6.804	Issue a Pilot Certificate Based on a Foreign Pilot License

7.0 Aircraft Dispatcher   **7.000**
Formal Course Name: Aircraft Dispatcher Job Functions
Formal Course Number: 7001

Dispatcher	Cert / Surv.	7.001	Evaluate / Inspect a Dispatch Center
Dispatcher	Cert / Surv.	7.002	Evaluate / Inspect a Dispatcher Training Program
Dispatcher	Cert / Surv.	7.003	Evaluate / Inspect a Dispatch System (Operational Control)
Dispatcher	Cert / Surv.	7.004	Evaluate / Inspect a Flight Follower Training Program
Dispatcher	Cert / Surv.	7.005	Evaluate / Inspect an Air Operator's Flight Following Procedures
Dispatcher	Cert / Surv.	7.006	Evaluate / Inspect an Air Operator's Flight Locating Procedures
Dispatcher	Cert / Surv.	7.007	Evaluate / Inspect Personnel Who have been Granted Operational Control Authority
Dispatcher	Cert / Surv.	7.008	Evaluate Alternate Airport Considerations
Dispatcher	Cert / Surv.	7.009	Evaluate an Air Operator's Airport Aeronautical Data
Dispatcher	Cert / Surv.	7.010	Evaluate an Air Operator's Aeronautical Weather Data
Dispatcher	Cert / Surv.	7.011	Approve an Air Operator's Enhanced Weather Information System
Dispatcher	Cert / Surv.	7.012	Approve an Air Operator's Aircraft Performance Operating Limitations and Airport/Runway Performance Data Analysis System

8.0 Cabin Safety   **8.000**
Formal Course Name: Cabin Safety
Formal Course Number: 8001

Cabin Safety	Oversight	8.001	Evaluate a Flight Attendant Manual
Cabin Safety	Oversight	8.002	Evaluate a Flight Attendant Training Program
Cabin Safety	Oversight	8.003	Inspect a Cabin Crew Training Program
Cabin Safety	Oversight	8.004	Conduct a Cabin En Route Inspection

9.0 Management   9.000
Formal Course Name: Supervisory Job Skills
Formal Course Number: 9001

Management	Supervisory	9.001	Employee benefits
Management	Supervisory	9.002	Time and Attendance
Management	Supervisory	9.003	Employee Training and Development
Management	Supervisory	9.004	Office Communications
Management	Supervisory	9.005	Computer Systems
Management	Supervisory	9.006	Managing Resources
Management	Supervisory	9.007	Employee Ethics
Management	Supervisory	9.008	Labor Unions
Management	Supervisory	9.009	Conduct and Discipline
Management	Supervisory	9.010	Travel
Management	Supervisory	9.011	Security
Management	Supervisory	9.012	Recruitment

APPENDIX 2 – AIRWORTHINESS INSPECTOR TRAINING PROFILE

Airworthiness Inspector Training Profile

Job Function	Duty	AIR Task #	Task Description

1.0 Indoctrination　　　1.000
Formal Course Name: New Employee Orientation
Formal Course Number: 1001

Indoctrination	Admin	1.001	Employee benefits
Indoctrination	Admin	1.002	Time and Attendance
Indoctrination	Admin	1.003	Employee Training and Development
Indoctrination	Admin	1.004	Office Communications
Indoctrination	Admin	1.005	Computer Systems
Indoctrination	Admin	1.006	Managing Resources
Indoctrination	Admin	1.007	Employee Ethics
Indoctrination	Admin	1.008	Labor Unions
Indoctrination	Admin	1.009	Conduct and Discipline
Indoctrination	Admin	1.010	Travel
Indoctrination	Admin	1.011	Security

2.0 Certification　　　2.000
Formal Course Name: Air Operator Certification - Airworthiness
Formal Course Number: 2003

Certification	Air Operator	2.001	Cert Phase I: Pre-application Phase - (Gate I)
Certification	Air Operator	2.002	Cert Phase II: Formal Application Phase - (Gate II)
Certification	Air Operator	2.003	Cert Phase III: Document Compliance Phase
Certification	Air Operator	2.004	Cert Phase IV: Demonstration and Inspection Phase - (Gate III)
Certification	Air Operator	2.005	Cert Phase V: Certification Phase
Certification	Air Operator	2.006	Blank
Certification	Air Operator	2.007	Conduct Administrative Activities for an Air Carrier Operator Applicant
Certification	Air Operator	2.008	Evaluate a Compliance Statement
Certification	Air Operator	2.009	Evaluate a General Operations Manual or Revision
Certification	Air Operator	2.010	Approve a Maintenance or Inspection Training Program
Certification	Air Operator	2.011	Add an Aircraft to an Existing Air Carrier Operating Certificate
Certification	Air Operator	2.012	Conduct an Aircraft Conformity Inspection
Certification	Air Operator	2.013	Evaluate Control of Calibrated Tools and Equipment
Certification	Air Operator	2.014-2.018	Blank
Certification	Air Operator	2.019	Evaluate Management Personnel Qualifications

Certification	Air Operator	2.020-2.021	Blank
Certification	Air Operator	2.022	Evaluate a Minimum Equipment List (MEL) or Configuration Deviation List (CDL)
Certification	Air Operator	2.023	Evaluate a Weight and Balance Control Program
Certification	Air Operator	2.024	Approve a Hazardous Materials Program
Certification	Air Operator	2.025	Evaluate an Aircraft Lease Agreement
Certification	Air Operator	2.026	Evaluate an Exemption, Deviation, or Waiver Request
Certification	Air Operator	2.027	Evaluate/ Approve a Deicing Program
Certification	Air Operator	2.028	Evaluate a Line Station Facility
Certification	Air Operator	2.029	Evaluate a Maintenance Record-keeping System
Certification	Air Operator	2.030	Blank
Certification	Air Operator	2.031	Evaluate an Internal Evaluation Program
Certification	Air Operator	2.032	Evaluate Refueling Procedures and Facilities
Certification	Air Operator	2.033	Evaluate a Maintenance Facility
Certification	Air Operator	2.034	Conduct an Emergency Evac or Ditching Demonstration
Certification	Air Operator	2.035-2.036	Blank
Certification	Air Operator	2.037	Conduct an Aircraft Proving Test
Certification	Air Operator	2.038	Issue or Amend Operations Specifications (OPSS)
Certification	Air Operator	2.039	Evaluate an Airplane Inspection and Maintenance Program
Certification	Air Operator	2.040	Evaluate a Continuous Airworthiness Maintenance Program
Certification	Air Operator	2.041	Approve Parts Pool or Borrowing Authorization
Certification	Air Operator	2.042	Evaluate a Continuing Analysis and Surveillance Program (CASP)
Certification	Air Operator	2.043	Approve a Reliability Program
Certification	Air Operator	2.044	Evaluate a Structural Inspection Program
Certification	Air Operator	2.045	Special Flight Permit with Continuing Authorization to Conduct Ferry Flights
Certification	Air Operator	2.046	Evaluate Short-Term Escalation Procedure
Certification	Air Operator	2.047	Evaluate a Prorated Time Authorization
Certification	Air Operator	2.048	Evaluate an Operator's Service Contractual Arrangement
Certification	Air Operator	2.049	Approve a Contract Reliability Program
Certification	Air Operator	2.050	Conduct Initial Certification/Renewal of a Rotorcraft Operator
Certification	Air Operator	2.051	Add a helicopter to an Existing External Load Certificate
Certification	Air Operator	2.052-2.054	Blank
Certification	Air Operator	2.055	Issue Operations Specifications for a Rotorcraft Operator
Certification	Air Operator	2.056-2.057	Blank
Certification	Air Operator	2.058	Evaluate an Extended Range Operations With Two-Engine Airplanes (ETOPS)
Certification	Air Operator	2.059	Evaluate a Reduced Vertical Separation Minimums (RVSM) Program
Certification	Air Operator	2.060	Blank

Certification	Air Operator	2.061	Evaluate a Category II and Category III Program
Certification	Air Operator	2.062	Evaluate an Avionics Equipment Approval
Certification	Air Operator	2.063	Conduct a Validation Test

2.3 Certification   2.300
Formal Course Name: Aircraft Maintenance Organizations - AMO
Formal Course Number: 2303

Certification	AMO	2.301	Certificate an AMO
Certification	AMO	2.302	Evaluate AMO Facilities and Equipment
Certification	AMO	2.303	Evaluate AMO Inspection Procedures Manual
Certification	AMO	2.304	Approve an AMO Training Program
Certification	AMO	2.305	Inspect AMO Personnel Records
Certification	AMO	2.306	Blank*
Certification	AMO	2.307	Inspect a Foreign AMO
Certification	AMO	2.308	Inspect a Repairman

3.0 Surveillance   3.000
Formal Course Name: Air Operator Surveillance - Airworthiness
Formal Course Number: 3003

Surveillance	Air Operator	3.001	Plan a Surveillance Work Program
Surveillance	Air Operator	3.002	Blank*
Surveillance	Air Operator	3.003	Conduct Airplane Ramp Inspection
Surveillance	Air Operator	3.004	Conduct a Cabin En Route Inspection
Surveillance	Air Operator	3.005	Conduct a Cockpit En Route Inspection
Surveillance	Air Operator	3.006	Inspect an Operator's Refueling Procedures
Surveillance	Air Operator	3.007	Inspect Aircraft Maintenance Records
Surveillance	Air Operator	3.008	Inspect Aircraft used as an Air Ambulance
Surveillance	Air Operator	3.009	Issue an Aircraft Condition Notice
Surveillance	Air Operator	3.010	Inspect a Maintenance Facility
Surveillance	Air Operator	3.011	Inspection During Bankruptcy, Strike, or Merger
Surveillance	Air Operator	3.012	Inspect a Deicing Program
Surveillance	Air Operator	3.013	Inspect a General Maintenance Manual (GMM)
Surveillance	Air Operator	3.014	Inspect a Maintenance Control Manual
Surveillance	Air Operator	3.015	Conduct a Detailed Process or Task Inspection
Surveillance	Air Operator	3.016	Inspect Extended Range Operations for Two-Engine Airplanes (ETOPS)
Surveillance	Air Operator	3.017	Inspect a Maintenance Training Program
Surveillance	Air Operator	3.018	Inspect a Maintenance Reliability Program
Surveillance	Air Operator	3.019	Inspect a Continuous Airworthiness Maintenance Program (CAMP)
Surveillance	Air Operator	3.020	Inspect a Mechanical Interruption Summary (MIS) Report
Surveillance	Air Operator	3.021	Inspect an Aircraft Inspection Program (AIP)
Surveillance	Air Operator	3.022	Inspect a Reduced Vertical Separation Minimums (RVSM) Program

Surveillance	Air Operator	3.023	Inspect a Continuing Analysis and Surveillance Program (CASS)
Surveillance	Air Operator	3.024	Inspect for Unapproved Parts
Surveillance	Air Operator	3.025	Blank*
Surveillance	Air Operator	3.026	Inspect a Communications Station
Surveillance	Air Operator	3.027	Inspect a Avionics Test Equipment
Surveillance	Air Operator	3.028	Conduct a Rotorcraft Ramp Inspection
Surveillance	Air Operator	3.029-3.031	Blank
Surveillance	Air Operator	3.032	Conduct Surveillance of a Special Event
Surveillance	Air Operator	3.033	Conduct a Ramp Inspection of Foreign Registered Aircraft
Surveillance	Air Operator	3.034	Evaluate a Foreign Carrier Operating Locally Registered Aircraft
Surveillance	Air Operator	3.035	Evaluate a Foreign Operator's Maintenance Contract
Surveillance	Air Operator	3.036	Evaluate a Foreign Operator's Maintenance Technical Manual
Surveillance	Air Operator	3.037	Evaluate a Maintenance Program for Foreign Carriers Operating Nigerian Registered Aircraft
Surveillance	Air Operator	3.038	Inspect a Certificated Airframe and/or Powerplant (A&P) Mechanic
Surveillance	Air Operator	3.039	Inspect a Holder of an Inspection Authorization (IA)
Surveillance	Air Operator	3.040	Inspect a Repairman
Surveillance	Air Operator	3.041	Inspect a Certificated Parachute Rigger

4.0 Personnel Licensing   4.000
Formal Course Name: Personnel Licensing Procedures - Airworthiness
Formal Course Number: 4003

Per. Licensing	Certification	4.001	Conduct Written Test for Personnel Licensing
Per. Licensing	Certification	4.002	Certificate an Airframe or Powerplant Mechanic
Per. Licensing	Certification	4.003	Issue a Mechanic Certificate to a Foreign Applicant
Per. Licensing	Certification	4.004	Issue an Inspection Authorization
Per. Licensing	Certification	4.005	Certificate a Repairman
Per. Licensing	Certification	4.006	Certificate a Parachute Rigger
Per. Licensing	Certification	4.007	Conduct a Reexamination Test of a Mechanic or an Inspection Authorization

4.2 Personnel Licensing   4.200
Formal Course Name: Designated Examiner Procedures - Airworthiness
Formal Course Number: 4203

Per. Licensing	Examiners	4.201	Designate or Inspect a Mechanic Examiner (DME)
Per. Licensing	Examiners	4.202	Designate or Inspect an Airworthiness Representative (DAR)
Per. Licensing	Examiners	4.203	Designate or Inspect a Parachute Rigger Examiner (DPRE)

4.5 Personnel Licensing   4.500
Formal Course Name: Aviation Training Organizations - Airworthiness
Formal Course Number: 4503

Per. Licensing	Trn'g Center	4.501	Conduct Certification or Renewal of a Training Center
Per. Licensing	Trn'g Center	4.502	Inspect Training Personnel, Facilities, Equipment, and Records of an Aviation Maintenance Technician School
Per. Licensing	Trn'g Center	4.503	Inspect Training Center Personnel and Qualifications
Per. Licensing	Trn'g Center	4.504-4.511	Blank*
Per. Licensing	Trn'g Center	4.512	Approve a Training Center Training Program Curriculum
Per. Licensing	Trn'g Center	4.513	Blank
Per. Licensing	Trn'g Center	4.514	Evaluate a Training Center Lease or Contract
Per. Licensing	Trn'g Center	4.515-4.516	Blank
Per. Licensing	Trn'g Center	4.517	Evaluate Aircraft Used by Pilot Schools
Per. Licensing	Trn'g Center	4.518	Conduct Training Center Aircraft Ramp Inspection

5.0 Investigations   5.000
Formal Course Name: Compliance & Enforcement (or Resolution of Safety Concerns)
Formal Course Number: 5001

Investigations	Enforcement	5.001	Conduct an Enforcement Investigation
Investigations	Enforcement	5.002	Investigate Non-Compliance in Accordance with Self-Disclosure
Investigations	Enforcement	5.003	Provide Technical Assistance to Legal Counsel
Investigations	Enforcement	5.004	Investigate a Complaint
Investigations	Enforcement	5.005	Ground an Operator's Aircraft
Investigations	Enforcement	5.006	Withdrawal, Suspension, Revocation, Denial, or Amendment of Operations Specifications

5.5 Investigations   5.500
Formal Course Name: Aircraft Accident Investigation
Formal Course Number: 5501

Investigations	Accident	5.501	Investigate an Aircraft Accident
Investigations	Accident	5.502	Investigate an Aircraft Incident
Investigations	Accident	5.503	Investigate an Aircraft Occurrence
Investigations	Accident	5.504	Investigate a Foreign Air Carrier Incident
Investigations	Accident	5.505	Blank

6.0 Job Skills   6.000
Formal Course Name: Aircraft Certification
Formal Course Number: 6003

Job Skills	Aircraft Cert	6.001	Issue an Airworthiness Certificate for an Aircraft

Job Skills	Aircraft Cert	6.002	Issue an Airworthiness Certificate for an Aircraft Model Change
Job Skills	Aircraft Cert	6.003	Issue a Special Airworthiness Certificate
Job Skills	Aircraft Cert	6.004	Evaluate a Foreign-Registered Aircraft
Job Skills	Aircraft Cert	6.005	Evaluate an Emergency Evacuation or Ditching Demonstration for a New Aircraft
Job Skills	Aircraft Cert	6.006	Process a Service Difficulty Report (SDR)
Job Skills	Aircraft Cert	6.007	Evaluate an Operator's Aircraft or Engine Utilization Report
Job Skills	Aircraft Cert	6.008	Evaluate an Engineering Change Authorization
Job Skills	Aircraft Cert	6.009	Approve a Foreign Aircraft, Product or Part
Job Skills	Aircraft Cert	6.010	Issue an Export Airworthiness Approval

6.2 Job Skills 6.200
Formal Course Name: Major Repair and Alteration
Formal Course Number: 6203

Job Skills	Repair & Alt	6.201	Approval of Major Repairs and Major Alterations
Job Skills	Repair & Alt	6.202	Field Approval of Major Repairs and Major Alterations
Job Skills	Repair & Alt	6.203	Process a Malfunction or Defect (M&D) Report
Job Skills	Repair & Alt	6.204	Blank

6.5 Job Skills 6.500
Formal Course Name: Aviation Safety Program Manager - Airworthiness
Formal Course Number: 6503

Job Skills	Safety Prgm	6.501	Develop an Annual District Aviation Safety Program Plan
Job Skills	Safety Prgm	6.502	Manage Safety Meetings, Events and Activities
Job Skills	Safety Prgm	6.503	Appoint an Aviation Safety Counselor
Job Skills	Safety Prgm	6.504	Issue an Aviation Safety Award
Job Skills	Safety Prgm	6.505	Evaluate Accident or Incident Reports for Trends
Job Skills	Safety Prgm	6.506	Process a Flight Assist Report
Job Skills	Safety Prgm	6.507	Counsel an Airman
Job Skills	Safety Prgm	6.508	Process a Remedial Training Action

6.7 Job Skills 6.700
Formal Course Name: Safety Management Systems
Formal Course Number: 6701

Job Skills	SMS	6.701	Approve a Safety Management System
Job Skills	SMS	6.702	Inspect a Safety Management System

6.8 Job Skills 6.800
Formal Course Name: Foreign Air Carriers
Formal Course Number: 6801

Job Skills	Foreign	6.801	Conduct a Ramp Inspection of Foreign Registered Aircraft
Job Skills	Foreign	6.802	Issue Operations Specifications to a Foreign Air Carrier
Job Skills	Foreign	6.803	Investigate a Foreign Air Carrier Incident
Job Skills	Foreign	6.804	Approve a Foreign Aircraft, Product or Part
Job Skills	Foreign	6.805	Issue an Export Airworthiness Approval

7.0 Avionics   7.000
Formal Course Name: Avionics Job Functions
Formal Course Number: 7050

Avionics	Cert / Surv.	7.001	Evaluate an Extended Range Operations With Two-Engine Airplanes (ETOPS)
Avionics	Cert / Surv.	7.002	Evaluate a Reduced Vertical Separation Minimums (RVSM) Program
Avionics	Cert / Surv.	7.003	Evaluate a Category II and Category III Program
Avionics	Cert / Surv.	7.004	Evaluate an Avionics Equipment Approval
Avionics	Cert / Surv.	7.005	Conduct a Validation Test

8.0 Cabin Safety   8.000
Formal Course Name: Cabin Safety
Formal Course Number: 8001

Cabin Safety	Oversight	8.001	Evaluate a Flight Attendant Manual
Cabin Safety	Oversight	8.002	Evaluate a Flight Attendant Training Program
Cabin Safety	Oversight	8.003	Inspect a Cabin Crew Training Program
Cabin Safety	Oversight	8.004	Conduct a Cabin En Route Inspection

9.0 Management   9.000
Formal Course Name: Supervisory Job Skills
Formal Course Number: 9001

Management	Supervisory	9.001	Employee benefits
Management	Supervisory	9.002	Time and Attendance
Management	Supervisory	9.003	Employee Training and Development
Management	Supervisory	9.004	Office Communications
Management	Supervisory	9.005	Computer Systems
Management	Supervisory	9.006	Managing Resources
Management	Supervisory	9.007	Employee Ethics
Management	Supervisory	9.008	Labor Unions
Management	Supervisory	9.009	Conduct and Discipline
Management	Supervisory	9.010	Travel
Management	Supervisory	9.011	Security
Management	Supervisory	9.012	Recruitment

APPENDIX 3 – INSPECTOR POSITION DESCRIPTIONS

1. Flight Operations Inspector – New Hire/Developmental Inspector
2. Flight Operations Inspector - Principal Operations Inspector
3. Flight Operations Inspector - Aircraft Dispatcher Inspector
4. Airworthiness Inspector - New Hire/Developmental Inspector
5. Airworthiness Inspector - Principal Airworthiness (Maintenance) Inspector
6. Airworthiness Inspector - Principal Airworthiness (Avionics) Inspector
7. Either Operations or Airworthiness Inspectors - Cabin Safety Inspector
8. Supervisory Personnel - Operations Unit General Manager
9. Supervisory Personnel – Airworthiness Unit General Manager
10. Supervisory Personnel – Regional Manager

1.   FLIGHT OPERATIONS INSPECTOR – NEW HIRE/DEVELOPMENTAL INSPECTOR

I.   POSITION SUMMARY

The Operations Inspector (New Hire/Developmental), performs a variety of tasks associated with technical administration, certification, and surveillance. Serves as a trainee performing duties as assigned without specific authority for actions or decisions. A significant part of the position involves training in more complex functions of the journeyman level.

II.   DUTIES AND RESPONSIBILTIES

A. Technical Administration

Assures that aviation organizations and airmen comply with regulatory requirements, and reports deficiencies to the principal inspector or supervisor. Assists in enforcement investigations and in preparation of final reports and recommendations on disposition. Participates in accident/incident and complaint investigations. Assists in emergency suspension of certificates or cancellation of operations specifications.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

B. Certification

Reviews manuals and other documents associated with certification requirements of air carriers, air agencies, and air operators for accuracy and compliance with the Nigerian CARs. Makes recommendations to the principal inspector or supervisor.

Provides assistance in the evaluation of air carriers, air agencies, and air operators and makes recommendations to the principal inspector or supervisor.

Provides assistance in the evaluation of training programs to ensure they meet the requirements of Nigerian CARs, including flight simulators, training devices, and other such equipment, as well as check airmen. Makes recommendations to the principal inspector or supervisor.

Performs a variety of airmen certification functions.

C. Surveillance

Monitors, as directed, pilots, flight instructors, designated pilot examiners, check airmen, and aviation organization operations and training activities. Takes appropriate corrective action for deficiencies noted or makes recommendations to the principal inspector or supervisor.

D. Other

May be assigned other duties and responsibilities as required.

The inspector may be required to participate in the NCAA flight program as a flight crew member. If so, the inspector will be required to meet the medical and flight currency requirements set forth in NCAA orders governing the operation of aircraft.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III. SUPERVISION RECEIVED

The inspector will accomplish duties independently or as part of a team. An assigned supervisor provides general technical and administrative supervision, as well as work assignments. Actions taken are guided by adherence to Nigerian CARs, national and regional directives and sound management practices.

2. FLIGHT OPERATIONS INSPECTOR - PRINCIPAL OPERATIONS INSPECTOR

I. POSITION SUMMARY

The Principal Operations Inspector functions as the primary operations interface between assigned air carriers and other aviation entities, and the NCAA. Has program responsibility to assure that assigned organizations meet Nigerian CARs with respect to operations programs. Determines the need for and establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations.

II. DUTIES AND RESPONSIBILTIES

A. Technical Administration

Assures on a continuing basis that assigned organizations are properly and adequately organized, staffed, and equipped; have and conduct an adequate training program, including an acceptable record keeping system; and have facilities and procedures that meet all regulatory requirements; Chairs joint NCAA-industry meetings; maintains regular contact with organizations assigned; and coordinates with top management officials. Requires or directs correction of any deficiencies/discrepancies and refuses or withdraws approval if they cannot be resolved.

Is responsible for the conduct of enforcement investigations and preparation of final reports and recommendations; Performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

Conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents;

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

Coordinates Minimum Equipment List (MEL) approvals with Principal Airworthiness Inspectors; Takes enforcement action in instances of non-compliance with the MEL;

Coordinates with other inspectors as required to accomplish additional air carrier surveillance.

B. Certification

Approves/accepts or disapproves/rejects manuals and revisions. May require amendments to previously approved manuals to correct any conflict with regulatory requirements, eliminate unsafe practices, and/or improve the specificity of instruction.

Evaluates training programs to ensure that they meet the requirements of the Nigerian CARs and associated NCAA guidance materials;
Approves or disapproves these training programs including flight simulators, training devices, or other equipment used in these programs;

Approves/disapproves designations of check airmen and makes recommendations on the appointment of designees.

Evaluates operations and facilities by on-site inspections and review of reports by other inspectors or other personnel; Negotiates changes that are essential or desirable in their policies and procedures. Determines the appropriate methods and/or plans for implementing corrective action and determines through on-site inspection or inspector reports the effectiveness of corrective action taken.

Evaluates and approves/disapproves requests to operate under conditions not previously authorized and may prescribe additional conditions and limitations as appropriate.

Approves the original issuance of operations specifications and issues original operation certificates; Approves amendments to operations specifications.

Evaluates the safety of proposed changes in route or airport authorizations; Prescribes any changes required before approval.

Directs or participates in proving flight evaluations to determine compliance with Nigerian CARs; Recommends changes that will be required prior to approval.

C.   Surveillance

Responsible for monitoring all phases of company operations, including: training programs and records, base and station facilities, and route systems. Coordinates with and reviews reports from other inspectors and other personnel to identify trends that indicate deterioration in the safety of operations. Directs or suggests changes required to correct such trends.

Responsible for monitoring the activities of designated examiners, check airmen, and instructors.

D.   Other

May be assigned other duties and responsibilities as required;

The inspector may be required to participate in the NCAA flight program as a flight crew member. If so, the inspector will be required to meet the medical and flight currency requirements set forth in NCAA orders governing the operation of aircraft.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III.   SUPERVISION RECEIVED

The inspector independently performs technical execution of assigned regulatory, certification and/or surveillance activities. An assigned supervisor provides general technical and administrative supervision. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

3. FLIGHT OPERATIONS INSPECTOR - AIRCRAFT DISPATCHER INSPECTOR

I. POSITION SUMMARY

The Aircraft Dispatcher Inspector functions as the primary interface between air operator dispatch centers, operational control departments, and aircraft dispatcher examiners, and the Nigeria Civil Aviation Authority (NCAA). Ensures that these individuals/organizations continuously meet the standards prescribed by the applicable Nigeria Civil Aviation Regulations, orders, and directives. Establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations. Ensures compliance with all aspects of dispatch and operational control related issues.

II. DUTIES AND RESPONSIBILITIES

A. Technical Administration

Ensures on a continuing basis that air carrier dispatch centers and/or dispatch training facilities are properly and adequately organized, equipped and staffed with qualified aircraft dispatchers, support personnel, and instructors.

Serves as the expert technical advisor on policies and procedures to the principal operations inspector (POI) on assigned areas of the company's approved training program, dispatch documents and manuals.

Is responsible for the conduct of enforcement investigations and preparation of final reports and recommendations. Performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

Conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents.

Provides verbal and/or written technical assistance to legal counsel. Testifies at court trails and formal hearings and gives depositions.

Coordinates and provides technical expertise to other district offices for various surveillance and certification activities in the aircraft dispatch/operational control program area and related Civil Aviation Regulations and agency orders.

Conducts initial and annual training and recommends the designation of assigned designated examiners.

B. Certification

Participates in the initial certification of new operators in all aircraft dispatch/operational control related areas. Reviews dispatcher documents and evaluates plans to ensure compliance with the regulations and NCAA policy and guidance. Recommends changes which may require complex and controversial solutions to the POI that will be required prior to approval of dispatch centers.

Reviews and recommends approval or disapproval of manuals and revisions related to aircraft dispatch and operational control, including procedures for coordination of dispatch, flight control, or flight following procedures as applicable.

Conducts certification of aircraft dispatchers as requested.

Evaluates air operator operational control and dispatch facilities by on-site inspections and review of reports from other inspectors. Based on the results of those evaluations, makes a recommendation to the POI on necessary changes to policies and procedures.

Ensures standardization of all dispatch personnel.

C. Surveillance

Develops a work program, in coordination with the POI, to ensure periodic surveillance of operational control centers, training instructors, training programs, and all phases of air carrier dispatch operations. Monitors aircraft dispatcher training programs conducted by air operators to ensure compliance with the regulations, national and regional directives, and safe operating practices.

Monitors designated examiners during the conduct of dispatcher certification tests and recurring evaluations to ensure compliance with established standards.

Monitors the activities of aircraft dispatchers and instructors to determine adequacy and quality of approved air carrier training programs. Advises the POI of any problems or controversial situations and recommends solutions as appropriate. Works with air carrier dispatch department officials, NCAA management, and other inspectors to discuss and negotiate recommendations.

D. Other

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

May be assigned other duties and responsibilities as required.

III. SUPERVISION RECEIVED

The inspector independently performs technical execution of assigned regulatory, certification and/or surveillance activities. An assigned supervisor provides general technical and administrative supervision. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

4. AIRWORTHINESS INSPECTOR - NEW HIRE/DEVELOPMENTAL INSPECTOR

I.   POSITION SUMMARY

The Airworthiness Inspector (New Hire/Developmental) performs a variety of tasks associated with technical administration, certification, and surveillance. Serves as a trainee performing duties as assigned without specific authority for actions or decisions. A significant part of the position involves training in more complex functions of the journeyman level.

II.   DUTIES AND RESPONSIBILTIES

A. Technical Administration

Assures that aviation organizations and airmen comply with regulatory requirements, and reports deficiencies to the principal inspector or supervisor. Assists in enforcement investigations and in preparation of final reports and recommendations on disposition, participates in accident/incident and complaint investigations. Assists in emergency suspension of certificates and conducts re-examination of certificated airmen, assists in recertification of and operator or agency.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

B. Certification

Reviews manuals and other documents associated with certification requirements of air carriers, air agencies, and air operators for accuracy and compliance with Nigerian CARs, makes recommendations to the principal inspector or supervisor.

Provides assistance in the evaluation of air carriers, air agencies, and air operators and makes recommendations to the principal inspector or supervisor.

He also performs as directed aircraft certification functions.

C. Surveillance

Performs, as directed, all surveillance activities associated with air carriers, air agencies, air operators, airmen, and designees. Takes appropriate corrective action for deficiencies noted or makes recommendations to the principal inspector or supervisor.

D. Other

May be assigned other duties and responsibilities as required.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III. SUPERVISION RECEIVED

The inspector will accomplish duties independently or as part of a team. An assigned supervisor provides general technical and administrative supervision, as well as work assignments. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

5. AIRWORTHINESS INSPECTOR - PRINCIPAL AIRWORTHINESS INSPECTOR

I. POSITION SUMMARY

The Principal Airworthiness Inspector (Maintenance/Avionics), functions as the primary airworthiness interface between assigned air operators and other aviation entities, and the Nigeria Civil Aviation Authority (NCAA). Has program responsibility to assure that assigned organizations meet the Nigerian Civil Aviation Regulations with respect to maintenance, preventive maintenance, and alteration programs. Determines the need for and establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations.

II. DUTIES AND RESPONSIBILTIES

A. Technical Administration

Assures on a continuing basis that assigned organizations are properly and adequately organized, staffed, and equipped, have and conduct an adequate training program including an acceptable record keeping system, and have facilities and procedures that meet all regulatory requirements. Chairs joint NCAA-industry meetings; maintains regular contact with organizations assigned; and coordinates with top management officials. Requires or directs correction of any deficiencies/discrepancies and refuses or withdraws approval if they cannot be resolved.

Develops maintenance program requirements through participation on Maintenance Review Boards, coordinates Minimum Equipment List (MEL) approvals with the principal operation inspector and takes enforcement action in instances of non-compliance with the MEL.

Responsible for the conduct of enforcement investigations and preparation of final reports and recommendations, performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

He/she conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

Coordinates with other inspectors as required to accomplish additional air carrier surveillance.

B. Certification

Has responsibility for initial and ongoing certification of air carriers, aircraft, airmen and air agencies.

Evaluates requests for an air carrier to operate under conditions not previously specified in the maintenance portion of the operations specifications, approves or disapproves requests and provides additional conditions and limitations as needed.

Provides guidance to assigned air carriers in the development of required maintenance manuals and record keeping systems. Reviews and determines adequacy of manuals associated with the air carrier's maintenance programs and revisions. Assures that manuals and revisions comply with regulatory requirements, prescribe safe practices, and furnish clear and specific instructions governing maintenance programs and approves operations specifications and amendments.

Determines if air carrier maintenance/avionics facilities and contract arrangements for the purpose of overhaul work, major repairs, alterations, and other maintenance are satisfactory. Reviews changes and negotiates with air carrier management to resolve problems.

Determines if overhaul and inspection time limitations warrant revision.

Evaluates an operator's proposed reliability programs for compliance with the Authority's policies, advises operator of deficiencies and required changes and approves/disapproves reliability programs.

Determines if the air carrier's training program meets the requirements of the Nigeria Civil Aviation Regulations, is compatible with the maintenance program, is properly organized and effectively conducted, and results in trained and competent personnel.

Directs or participates in proving flight evaluations to determine compliance with the Nigerian CARs, recommends changes that will be required prior to approval.

C. Surveillance

Directs the inspection and surveillance of the air carrier's continuous airworthiness maintenance program, monitors all phases of the air carrier's maintenance operation, including the following: maintenance, engineering, quality control, production control, training, and reliability programs.

Analyzes trends to detect deterioration in the maintenance program.

Analyzes reports submitted by the air carrier to ensure compliance with the maintenance program and assures the air carrier has an effective continuing analysis and surveillance program to meet the requirements of the Nigeria Civil Aviation Regulations.

Responsible for monitoring the activities of air operators and other industry personnel.

Other

May be assigned other duties and responsibilities as required.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III. **SUPERVISION RECEIVED**

The inspector independently performs technical execution of assigned regulatory, certification and/or surveillance activities. An assigned supervisor provides general technical and administrative supervision. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

6. AIRWORTHINESS INSPECTOR - PRINCIPAL AVIONICS INSPECTOR

I.   POSITION SUMMARY

The Principal Avionics Inspector functions as the primary avionics interface between assigned air operators and other aviation entities, and the Nigeria Civil Aviation Authority (NCAA). Has program responsibility to assure that assigned organizations meet Nigeria Civil Aviation Regulations with respect to avionics programs. Determines the need for and establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations.

II.   DUTIES AND RESPONSIBILTIES

A.   Technical Administration

Assures on a continuing basis that assigned organizations are properly and adequately organized, staffed, and equipped; have and conduct an adequate training program, including an acceptable record keeping system; and have facilities and procedures that meet all regulatory requirements. Chairs joint NCAA-industry meetings; maintains regular contact with organizations assigned; and coordinates with top management officials. Requires or directs correction of any deficiencies/discrepancies and refuses or withdraws approval if they cannot be resolved.

Develops avionics program requirements through participation on Maintenance Review boards, coordinates Minimum Equipment List (MEL) approvals with the principal operation inspector and takes enforcement action in instances of non-compliance with the MEL.

Responsible for the conduct of enforcement investigations and preparation of final reports and recommendations, performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

Conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

Coordinates with other inspectors as required to accomplish additional air carrier surveillance.

B. Certification

Has responsibility for initial and ongoing certification of air carriers, aircraft, airmen and air agencies.

Evaluates requests for an air carrier to operate under conditions not previously specified in the maintenance portion of the operations specifications, approves or disapproves requests and provides additional conditions and limitations as needed.

Provides guidance to assigned air carriers in the development of required maintenance manuals and record keeping systems. Reviews and determines adequacy of manuals associated with the air carrier's avionics programs and revisions. Assures that manuals and revisions comply with regulatory requirements, prescribe safe practices, and furnish clear and specific instructions governing avionics programs. Approves operations specifications and amendments.

Determines if air carrier avionics facilities and contract avionics arrangements are satisfactory. Reviews changes and negotiates with air carrier management to resolve problems.

Determines if avionics oriented inspection time limitations warrant revision.

Evaluates an operator's proposed avionics reliability programs for compliance with NCAA policies, advises operator of deficiencies and required changes and approves/disapproves avionics portions of reliability programs.

Determines if the air carrier's training program meets the requirements of the Nigeria CARs, is compatible with the avionics program, is properly organized and effectively conducted, and results in trained and competent personnel.

Directs or participates in proving flight evaluations to determine compliance with the Nigerian CARs and recommends changes that will be required prior to approval.

C. Surveillance

Directs the inspection and surveillance of the air carrier's avionics program, monitors all phases of the air carrier's avionics operation.

Analyzes trends to detect deterioration in the avionics program.

Analyzes reports submitted by an air carrier to ensure compliance with the avionics program and assures the air carrier has an effective continuing analysis and surveillance program to meet the requirements of the Nigeria Civil Aviation Regulations.

Is responsible for monitoring the activities of air operators and other industry personnel.

D. Other

May be assigned other duties and responsibilities as required.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III.   SUPERVISION RECEIVED

The inspector independently performs technical execution of assigned regulatory, certification and/or surveillance activities. An assigned supervisor provides general technical and administrative supervision. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

7. OPERATIONS OR AIRWORTHINESS INSPECTORS - CABIN SAFETY INSPECTOR

I.   POSITION SUMMARY

The Cabin Safety Inspector functions as a resource and technical authority on cabin safety requirements as they relate to work activities affecting civil aviation. Provides technical support regarding cabin safety for assigned air carriers and air operators. Ensures assigned operators comply with applicable Nigeria Civil Aviation Regulations, NCAA policy and guidance and approved programs.

II. DUTIES AND RESPONSIBILITIES

A. Technical Administration

Develops a work program to ensure periodic surveillance of training instructors, company training programs and all phases of air carrier operations.

Determines through surveillance and investigation that the training facilities are properly and adequately organized and equipped, staffed with appropriately qualified instructors, and conduct flight attendant training as required by appropriate Nigeria Civil Aviation Regulations and NCAA approved training program.

Serves as the technical advisor to the Principal Operations Inspector (POI) on assigned areas of the company's training program.

Coordinates technical instructions, policy orders, and procedures through the POI and related NCAA personnel to ensure standardization of training activities.

Conducts investigations of public complaints, government inquiries and aircraft incidents and accidents relating to cabin safety.

Conducts enforcement investigations and prepares final reports and recommendations on disposition.

Provides verbal and/or written technical assistance to legal counsel testifies at court trials and formal hearings and gives depositions.

Develops recommendations for new or revised regulations, standards and procedures governing cabin safety aspects of certification and operational practiced of air carriers and air operators.

B. Certification

Performs initial certification of new operators in all cabin safety related areas. Reviews documents and evaluates plans to ensure compliance with the Nigeria Civil Aviation Regulations, NCAA policy and guidance. May provide support to other regions during certification process.

Reviews and recommends approval or disapproval of manuals and revisions related to cabin safety programs. Obtains amendments to previously approved manuals to correct conflicts with regulatory requirements, eliminate unsafe practices, and improve the specificity of instruction.

Evaluates flight attendant training programs to ensure that they meet NCAA requirements, national and regional directives, and safe operating practices. Recommends approval or disapproval of training programs including cabin simulators, training devices and other training aids used in these programs.

Evaluates operations and facilities by on-site inspections and by reviewing reports of other inspectors or other personnel. Negotiates necessary changes in policies and procedures.

Evaluates requests to operate under conditions not previously authorized and recommends additional conditions and limitations as appropriate.

Participates in proving flight evaluations to determine compliance with Nigeria Civil Aviation Regulations. Recommends changes that will be required prior to approval.

Evaluates air carrier and air operator emergency evacuation, ditching, and other emergency procedures, and makes recommendations to the POI.

Reviews proposed modifications to aircraft interiors and location and use of equipment affecting cabin safety and makes recommendations to the POI.

C. Surveillance

Monitors all phases of assigned cabin safety activities, including training programs and records; base and station facilities; and route systems. Evaluates cabin simulators, training devices and other training aids to ensure compliance with original approval. Coordinates with and reviews reports from other inspectors and other personnel to identify trends that indicate deterioration in cabin safety functions. Recommends necessary changes to the POI.

Monitors and evaluates activities of classroom and inflight instructors to assure continued competency of flight attendants. Observes the conduct of flight attendant initial, transition, recurrent, and differences training to ensure adherence to approved training programs and the continued competency of flight attendants.

Conducts enroute inspections and ramp inspections of air carrier operators. Evaluates crew coordination procedures between flight crew members and flight attendants. Recommends changes to the POI on location and/or security of aircraft equipment affecting passenger safety or emergency procedures.

Participates in cabin safety related incident/accident investigations of air carriers and air operators when requested.

Conducts cabin safety system analysis independently or as a team member on special inspection teams.

D. Other

May be assigned other duties and responsibilities as required.

The inspector, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III. SUPERVISION RECEIVED

The inspector independently performs technical execution of assigned regulatory, certification and/or surveillance activities. An assigned supervisor provides general technical and administrative supervision. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

8. SUPERVISORY PERSONNEL - OPERATIONS UNIT GENERAL MANAGER

I. POSITION SUMMARY

The Operations Unit Supervisor functions as the primary supervisory operations interface between assigned air carriers and other aviation entities, and the Nigeria Civil Aviation Authority (NCAA). Has program responsibility to assure that assigned organizations meet Civil Aviation Regulations with respect to operations programs. Determines the need for and establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations.

II. DUTIES AND RESPONSIBILTIES

A. Technical Administration

Assures on a continuing basis that assigned organizations are properly and adequately organized, staffed, and equipped; have and conduct an adequate training program, including an acceptable record keeping system; and have facilities and procedures that meet all regulatory requirements. Chairs joint NCAA-industry meetings; maintains regular contact with organizations assigned; and coordinates with top management officials. Requires or directs correction of any deficiencies/discrepancies and refuses or withdraws approval if they cannot be resolved.

Is responsible for the conduct of enforcement investigations and preparation of final reports and recommendations. Performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

Conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

Coordinates Minimum Equipment List (MEL) approvals with Principal Airworthiness Inspectors. Takes enforcement action in instances of non-compliance with the MEL.

Coordinates with other inspectors as required to accomplish additional air carrier surveillance.

B. Certification

Approves/accepts or disapproves/rejects manuals and revisions. May require amendments to previously approved manuals to correct any conflict with regulatory requirements, eliminate unsafe practices, and/or improve the specificity of instruction.

Evaluates training programs to ensure that they meet the requirements of the Nigeria Civil Aviation Regulations and associated CAA guidance materials.

Approves or disapproves these training programs including flight simulators, training devices, or other equipment used in these programs.

Approves/disapproves designations of check airmen and makes recommendations on the appointment of designees.

Evaluates operations and facilities by on-site inspections and review of reports by other inspectors or other personnel. Negotiates changes that are essential or desirable in their policies and procedures. Determines the appropriate methods and/or plans for implementing corrective action and determines through on-site inspection or inspector reports the effectiveness of corrective action taken.

Evaluates and approves/disapproves requests to operate under conditions not previously authorized and may prescribe additional conditions and limitations as appropriate.

Approves the original issuance of operations specifications and issues original operation certificates. Approves amendments to operations specifications.

Evaluates the safety of proposed changes in route or airport authorizations. Prescribes any changes required before approval.

Directs or participates in proving flight evaluations to determine compliance with Nigeria Civil Aviation Regulations; recommends changes that will be required prior to approval.

C.   Surveillance

Is responsible for monitoring all phases of company operations, including: training programs and records, base and station facilities, and route systems. Coordinates with and reviews reports from other inspectors and other personnel to identify trends that indicate deterioration in the safety of operations. Directs or suggests changes required to correct such trends.

Is responsible for monitoring the activities of designated examiners, check airmen, and instructors.

D.   Supervisory Authorities and Responsibilities

Plans and assigns work to be accomplished by assigned airworthiness inspectors based on priorities, taking into consideration the complexity and requirements of the assignments and capabilities of employees; gives advice, counsel, and instruction to individual employees on both work and administrative matters. Makes decisions on work problems presented by subordinates; approves time and attendance of employees.

Participates in interviews and selects or recommends the selection of candidates for all subordinate positions, including recruitment, promotions, and reassignments. Evaluates subordinates performance. Reviews training needs of subordinates and makes appropriate recommendations for required training.

Recommends the level of staffing and monetary resources needed to accomplish assigned work programs; is responsible for ensuring that the unit's human, monetary, and material resources are managed effectively including compliance with occupational safety regulations and maintenance of internal control procedures.

E.   Other

May be assigned other duties and responsibilities as required.

The supervisor, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III.   SUPERVISION RECEIVED

The supervisor independently performs execution of assigned activities. General technical and administrative supervision is provided by the Office Manager. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

9. SUPERVISORY PERSONNEL – AIRWORTHINESS UNIT GENERAL MANAGER

II. POSITION SUMMARY

The Airworthiness Unit Supervisor functions as the primary supervisory airworthiness interface between assigned air operators and other aviation entities, and the Nigeria Civil Aviation Authority (NCAA). Has program responsibility to assure that assigned organizations meet Civil Aviation Regulations with respect to maintenance, preventive maintenance, and alteration programs. Determines the need for and establishes work programs for surveillance and inspection of assigned organizations within manpower and budget limitations to assure adherence to the applicable regulations.

II. DUTIES AND RESPONSIBILTIES

A. Technical Administration

The Airworthiness Unit General Manager assures on a continuing basis that assigned organizations are properly and adequately organized, staffed, and equipped; have and conduct an adequate training program, including an acceptable record keeping system; and have facilities and procedures that meet all regulatory requirements. Chairs joint NCAA-industry meetings; maintains regular contact with organizations assigned; and coordinates with top management officials. Requires or directs correction of any deficiencies/discrepancies and refuses or withdraws approval if they cannot be resolved.

Develops maintenance program requirements through participation on Maintenance Review boards, coordinates Minimum Equipment List (MEL) approvals with the principal operation inspector and takes enforcement action in instances of non-compliance with the MEL.

Is responsible for the conduct of enforcement investigations and preparation of final reports and recommendations, performs or supervises the emergency suspension of certificates or cancellation of operations specifications. Conducts or directs the re-examination of certificated airmen or re-certification of an operator or agency.

Conducts investigations of public complaints, government inquiries, and aircraft incidents and accidents.

Provides verbal and/or written technical assistance to legal counsel, testifies at court trials and formal hearings, and gives depositions.

Coordinates with other inspectors as required to accomplish additional air carrier surveillance.

B. Certification

Has responsibility for initial and ongoing certification of air carriers, aircraft, airmen and air agencies.

Evaluates requests for an air carrier to operate under conditions not previously specified in the maintenance portion of the operations specifications and approves or disapproves requests and provides additional conditions and limitations as needed.

Provides guidance to assigned air carriers in the development of required maintenance manuals and record keeping systems. Reviews and determines adequacy of manuals associated with the air carrier's maintenance programs and revisions. Assures that manuals and revisions comply with regulatory requirements, prescribe safe practices, and furnishes clear and specific instructions governing maintenance programs and approves operations specifications and amendments.

He determines if air carrier maintenance/avionics facilities and contract arrangements for the purpose of overhaul work, major repairs, alterations, and other maintenance are satisfactory. Reviews changes and negotiates with air carrier management to resolve problems.

He determines if overhaul and inspection time limitations warrant revision.

Evaluates an operator's proposed reliability programs for compliance with national policies, advises operator of deficiencies and required changes and approves/disapproves reliability programs.

Determines if the air carrier's training program meets the requirements of the Nigerian CARs, is compatible with the maintenance program, is properly organized and effectively conducted, and results in trained and competent personnel.

Directs or participates in proving flight evaluations to determine compliance with the Nigerian CARs and recommends changes that will be required prior to approval.

C. Surveillance

Directs the inspection and surveillance of the air carrier's continuous airworthiness maintenance program, monitors all phases of the air carrier's maintenance operation, including the following: maintenance, engineering, quality control, production control, training, and reliability programs.

He analyzes trends to detect deterioration in the maintenance program.

Analyzes reports submitted by the air carrier to ensure compliance with the maintenance program and assures the air carrier has an effective continuing analysis and surveillance program to meet the requirements of the Nigeria Civil Aviation Regulations.

He is responsible for monitoring the activities of air operators and other industry personnel.

D. Supervisory Authorities and Responsibilities

Plans and assigns work to be accomplished by assigned airworthiness inspectors based on priorities, taking into consideration the complexity and requirements of the assignments and capabilities of

employees. Gives advice, counsel, and instruction to individual employees on both work and administrative matters, makes decisions on work problems presented by subordinates and approves time and attendance of employees.

Participates in interviews and selects or recommends the selection of candidates for all subordinate positions, including recruitment, promotions, and reassignments. Evaluates subordinates performance. Reviews training needs of subordinates and makes appropriate recommendations for required training.

Recommends the level of staffing and monetary resources needed to accomplish assigned work programs; is responsible for ensuring that the unit's human, monetary, and material resources are managed effectively including compliance with occupational safety regulations and maintenance of internal control procedures.

E.   Other

He may be assigned other duties and responsibilities as required.

The supervisor, when so directed, is required to keep an appropriate control point informed as to his/her whereabouts and the telephone number at which he/she can be reached in the event of an aviation incident/accident requiring NCAA investigation.

III.   SUPERVISION RECEIVED

The supervisor independently performs execution of assigned activities. General technical and administrative supervision is provided by the Office Manager. Actions taken are guided by adherence to Nigeria Civil Aviation Regulations, national and regional directives and sound management practices.

14.0   FORMAL COURSE STANDARDS

INTRODUCTION

Creating a safe and reliable air transportation system in Nigeria for the traveling public is the responsibility of the   Nigerian Civil Aviation Authorities (NCAA). As part of the effort to ensure proper aviation safety oversight, the Flight Standards Group of the NCAA must provide a high quality-training program for both Flight Operations and Airworthiness Inspectors who perform the technical work of the department.

This document, the *Inspector Training System (ITS) Formal Course Standards,* provides a description of the minimum standards and content that should be included in formal classroom training courses provided to inspector personnel. This catalog includes an entry for each course referenced in the ITS Training Profiles. Additional courses may be added at the discretion of the NCAA.

In this document, course descriptions are arranged according to the ten training categories used in the Inspector Training System. Course descriptions are provided for both Flight Operations and Airworthiness Inspectors.

When considering a course for inspector personnel the NCAA Flight Standards Group consults this catalog to be certain that the proposed course complies with the minimum standards specified herein.

This document provides formal course standards for initial training courses only. Recurrent training courses for inspectors are established by the NCAA as appropriate to its needs. Generally, a formal recurrent training course contains a review of the elements found in the initial course, along with a discussion of any new requirements or procedures that have been established in the previous few years. The length of recurrent classroom training courses are typically 30% - 50% of the length for the initial course.

OPERATIONS COURSE DESCRIPTIONS

Section 1.0 Indoctrination Courses

ITS Course Number	1001
ITS Course Title	**New Employee Orientation**
Training Profile	Operations
Training Category	Indoctrination 1.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with new employee orientation into the NCAA.
Course Description	This course is designed for newly hired Flight Standards Department personnel. It presents orientation information concerning the NCAA and Flight Standards Department. Course subjects include history, mission and philosophy of the NCAA.
Course Content	At the conclusion of the course, participants will be able to: • Utilize Computer Systems / Info Technology • Manage Resources • Understand agency Travel and Per Diem policy • Describe agency Security policies • Describe NCAA history and philosophy • Identify with the mission of flight standards • Understand and apply customer service principles • Identify with the flight standards service doctrine • Apply team concepts in the flight standards department • Understand ethical conduct as it pertains to the flight standards department • Incorporate professionalism into job functions • Demonstrate effective communication skills
Prerequisites	None
Revision Date	October 1, 2006
Course Manager	Phone:
Associated training Courses	NCAA FSG Indoctrination Course

Section 2.0 Air Operator Certification

ITS Course Number	2001
ITS Course Title	**Air Operator Certification - Operations**
Training Profile	Operations
Training Category	Certification 2.0
Sequence	Initial
Course Length	80 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Air Operator Certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in all Operations safety specialties. It presents orientation information concerning the NCAA and Flight Standards Department. Course subjects include the five phases of Air Operator certification. Participants will typically follow a "mock operator" seeking certification throughout each phase of the certification process. Exercises will be conducted to assure NCAA understanding of operator's submission requirements and demonstrations in compliance with the regulations and advisory material.
Course Content	At the conclusion of the course, and with appropriate guidance material, participants will be able to: Describe the State responsibilities and ICAO requirements associated with the five phases of Air Operator certification. - Pre-Application Phase I - Formal Application Phase II - Document Compliance Phase III - Demonstration and Inspection Phase IV - Certification Phase V - Apply the Flight Standards processes and procedures used in the certification of Air Operators, such as: - Describe the national legislation and Nigeria civil aviation regulations that pertain to this subject. - Conduct meetings (examples - Pre-Application

	and Formal Application meetings). o Evaluate compliance statement. o Evaluate Required Management o Conduct In-depth evaluation of applicant's manuals (examples - Training curriculum and program, General Operations Manual, Cabin Attendant Manual, MEL and CDL, Weight and Balance and Exit Row Seating). o Inspect applicant's facilities, line stations and equipment. o Evaluate Dispatch system (center, and training) o Evaluate Operational Control o Evaluate Aeronautical Data (examples - weather, airport runway performance and alternate airports) o Evaluate emergency evacuation and ditching demonstration. o Conduct Proving Flights. o Complete operations specifications and AOC o Identify what items are to be included in the final certification report.
Prerequisites	None
Revision Date	October 1, 2006
Course Manager	Phone:
Associated training Courses	FAA/ICAO Government Safety Inspector Course (Operations)

Section 3.0 Surveillance

ITS Course Number	3001
ITS Course Title	**Air Operator Surveillance - Operations**
Training Profile	Operations
Training Category	Surveillance 3.0
Sequence	Initial
Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Air Operator Surveillance.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Operations safety specialties. It presents information on air operator surveillance job functions, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic air operator surveillance procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Plan a work program • Conduct En Route Inspections (Cockpit and Cabin) • Evaluation of Preflight Activities • Inspect Records (examples - trip, crew and dispatch) • Conduct airplane ramp inspections • Inspect line station operations and facilities • Training programs (examples - Flight and cabin, check airman, instructor, dispatch, flight following) • Documentation of Inspection Findings
Prerequisites	None
Revision Date	October 1, 2006
Course Manager	Phone:
Associated training Courses	,

Section 4.0 Personnel Licensing Courses

ITS Course Number	4001
ITS Course Title	**Personnel Licensing Procedures - Operations**
Training Profile	Operations
Training Category	Personnel Licensing 4.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Personnel Licensing certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Operations safety specialties. It presents information on personnel licensing job functions, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic personnel licensing procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct written tests for personnel licensing • Issue certificates (examples – student pilots and additional aircraft ratings) • Certification of Pilots (examples private pilot, commercial pilot, airline transport pilot, flight instructors, ground instructors). • Certification of other personnel (example – pilot examiners, flight engineer, aircraft dispatcher, special purpose authorizations, military competency).
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated Courses	FAA/ICAO GSI (Personnel Licensing)

ITS Course Number	4201
ITS Course Title	**Designated Examiner Procedures - Operations**
Training Profile	Operations
Training Category	Personnel Licensing 4.2
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of designating examiner.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Operations safety specialties. It presents information on designated examiner job functions, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic designated examiner procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Designate or Renew Examiners (examples – Pilot Examiners, Flight Engineer, Aircraft Dispatchers) • Inspect Designated Examiners and training programs (examples – Pilot examiners, flight engineer, dispatchers).
Prerequisites	ITS Course: 4001
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	4501
ITS Course Title	**Aviation Training Organizations - Operations**
Training Profile	Operations
Training Category	Personnel Licensing 4.5
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Aviation Training Organization certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Operations safety specialties. It presents policies and procedures on the certification and inspection of aviation training organizations, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on aviation training organizations and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct certification and renewal of training centers • Inspect training centers (personnel, records or qualifications) • Inspect any Designated examiners at associated with the training center. • Inspect facilities and equipment (example flight simulators or training devices. • Inspect curriculums • Evaluation of airports and aircraft and procedures.
Prerequisites	ITS Course # 4001
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	4701
ITS Course Title	**Flight Testing Procedures**
Training Profile	Operations
Training Category	Personnel Licensing 4.7
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Flight Testing procedures.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Operations safety specialties. It presents information on flight testing procedures, NCAA policy, and Flight Standards Department responsibilities.
Course Content	This course provides training on flight testing procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct flight tests (examples – private pilot, commercial pilot, airline transport pilot, flight instructor, added ratings. • Conduct competency checks • Conduct pilot proficiency checks for air operators (examples – flight engineer, pilot instrument and training center evaluators) • Approve check airman • Issuance of a letter of authorization in Lieu of Type rating
Prerequisites	ITS Course: 4001
Revision Date	
Course Manager	Phone:
Associated training Courses	

Section 5.0 Investigation Courses

ITS Course Number	5001
ITS Course Title	**Compliance and Enforcement**
Training Profile	Operations
Training Category	Investigations 5.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Compliance and Enforcement.
Course Description	This course is designed for newly hired Flight Standards Department personnel. It presents information on the resolution of safety concerns, compliance and enforcement procedures, conducting investigations, NCAA policy, and Flight Standards Department responsibilities.
Course Content	The course provides training on compliance and enforcement procedures which typically include job performance subjects such as those shown here: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct an Enforcement Investigation • Investigate Non-Compliance submitted with Self-Disclosure • Provide Technical Assistance to Legal Counsel • Investigate a Complaint (examples – noise complaints, damage Caused by a Civil Aircraft or reports of Reckless Flying) • Investigate a Report of Emergency Evacuation • Investigate a Hazardous Air Traffic Report (HATR) • Investigate a Pilot/Dispatch Deviation • Navigation/Altitude Errors • Investigate a Report of a Near Midair Collision (NMAC) • Investigate an Incident Involving Hazardous Materials • Withdrawal, Suspension, Revocation, Denial, or Amendment of Operations Specifications • Process a Surrender of a Certificate Holder's Certificate
Prerequisites	None
Revision Date	

Course Manager	Phone:
Associated training Courses	FAA Compliance & Enforcement Procedures Course

ITS Course Number	5501
ITS Course Title	**Aircraft Accident Investigation**
Training Profile	Operations
Training Category	Investigations 5.5
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aircraft Accident Investigations.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on the conduct of aircraft accident investigations, NCAA policy, and Flight Standards Department responsibilities.
Course Content	This course provides basic training on the conduct of aircraft accident investigations which typically includes the following job performance subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Human Factors • Accident case studies • Investigation procedures • Investigate an Aircraft accident • Investigate an Aircraft Incident • Investigate an Aircraft Occurrence • Investigate a Foreign Air Carrier Incident
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	

Section 6.0 Job Skills Courses

ITS Course Number	6001
ITS Course Title	**Simulator Evaluation**
Training Profile	Operations
Training Category	Job Skills 6.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Evaluation of Simulators.
Course Description	This course is designed for Flight Standards Department personnel in Operations safety specialties. It presents information on simulator evaluation and approval, NCAA policies, and fulfillment of Flight Standards Department responsibilities.
Course Content	This course provides training on simulator evaluation and typically includes the following job performance subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Approve flight simulators or training devices • Inspect air operators use of simulators or training devices
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	6201
ITS Course Title	**Agricultural Aircraft Operations**
Training Profile	Operations
Training Category	Job Skills 6.2
Sequence	Initial
Course Length	8 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Agricultural Air Operations.
Course Description	This course is designed for Flight Standards Department personnel in Operations safety specialties. It presents information on agricultural aircraft operations, evaluation and approval of agricultural operators, NCAA policies, and fulfillment of Flight Standards Department responsibilities.
Course Content	This course provides training on agricultural aircraft operations which typically includes the following job performance subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Inspect agricultural operations. • Inspect agricultural operator's facilities, and equipment. • Inspect for any Hazardous Materials safety procedures
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	6501
ITS Course Title	**Aviation Safety Program Manager - Operations**
Training Profile	Operations
Training Category	Job Skills 6.5
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the position of Aviation Safety Program Manager.
Course Description	This course is designed for Flight Standards Department personnel in Operations safety specialties. It presents information on safety program manager responsibilities and procedures, flight safety programs, NCAA policies, and fulfillment of Flight Standards Department goals.
Course Content	This course provides training on Safety Program Manager job functions which normally includes subjects such as those listed below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Develop an Aviation Safety program • Manage safety meetings and events • Issue waivers or authorizations
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	6701
ITS Course Title	**Safety Management Systems**
Training Profile	Operations
Training Category	Job Skills 6.7
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated aviation Safety Management Systems.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on system safety, safety management systems, NCAA policies, and Flight Standards Department responsibilities.
Course Content	This course provides training on Safety Management Systems and will normally include the topics listed below: • National legislation and State civil aviation regulations that pertain to this subject. • Approve and inspect a Safety Management System • System safety • Hazard identification and analysis • Risk mitigation procedures • Internal audit and evaluation programs • Employee reporting programs • Safety promotion • Safety assurance • Emergency preparedness
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	

ITS Course Number	6801
ITS Course Title	**Foreign Air Carriers**
Training Profile	Operations
Training Category	Job Skills 6.8
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the inspection of Foreign Air Carriers.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on the oversight and management of foreign air carriers, along with NCAA policies and Flight Standards Department responsibilities.
Course Content	This course provides training on foreign air carriers and will normally include the topics listed below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct ramp inspections on foreign air carriers. • Issue operation specifications • Issuance of pilot certificate based on foreign pilot certificate.
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	

Section 7.0 Aircraft Dispatcher Courses

ITS Course Number	7001
ITS Course Title	**Aircraft Dispatcher Job Functions**
Training Profile	Operations
Training Category	Aircraft Dispatcher
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aircraft Dispatcher job functions.
Course Description	This course is designed for Flight Standards Department personnel in Operations safety specialties. It presents information on aircraft dispatch policies and procedures, and fulfillment of Flight Standards Department responsibilities.
Course Content	This course provides training on aircraft dispatcher job functions and will typically include the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Evaluate/Inspect Dispatch centers, training programs and dispatch systems • Evaluate/Inspect Air Operator flight following or flight locating procedures. • Evaluate operational control • Evaluate airport aeronautical data • Evaluate Air Operators weather data and enhanced weather information systems. • Approve Air Operators aircraft performance and limitations.
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	

Section 8.0 Cabin Safety Courses

ITS Course Number	8001
ITS Course Title	**Cabin Safety**
Training Profile	Operations
Training Category	Cabin Safety 8.0
Sequence	Initial
Course Length	32 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training for the specific job tasks associated with the subject of Cabin Safety.
Course Description	The participant will be provided with technical guidance regarding cabin safety for air carriers and air operators. The course provides the participant with the ability to assess the compliance of air operators using applicable Nigeria Civil Aviation Regulations and Flight Standards Department policies. Course subjects include policies and procedures for cabin safety programs, job functions and demonstrations.
Course Content	This course provides basic training on cabin safety job functions which typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Evaluate a Flight Attendant Manual • What To Look For in a Cabin Safety Investigation • Evaluate a Flight Attendant Training Program • Enroute inspections and ramp inspections • Crew coordination procedures between crewmembers and flight attendants • Cabin Safety Emergency Equipment Documentation • Inspect a Cabin Crew Training Program • Location and/or security of aircraft equipment affecting passenger safety or emergency procedures • Cabin safety system analysis • Knowledge of regulatory, certification, and/or surveillance activities.
Prerequisites	
Revision Date	

Course Manager	Phone:
Associated training Courses	

Section 9.0 Management Courses

ITS Course Number	9001
ITS Course Title	**Management Training**
Training Profile	Operations
Training Category	Management 9.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training for the specific job tasks associated with the subject of management training.
Course Description	Participants will gain an understanding of management duties and responsibilities, teamwork, mentoring, communications, managing resources and change, and planning. The course allows participants to analyze how leadership style impacts job performance, demonstrate interpersonal skills, and develop an action plan to support continued growth in leadership effectiveness.
Course Content	This course provides training on management or supervisory job functions. Training will typically include subjects such as those shown below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • First line duties and responsibilities (examples – job priorities, administrative duties, operational duties and standards, ICAO and NCAA, effective delegation • Leadership and Communication Skills • Creating an effective work environment • Recognize and reward performance • Provide and receive constructive feedback • Self-development based on feedback • Tools for managing employees (examples – communication and motivation strategies, coaching, stress indicators, conflict management and problem solving, handling change) • Monitoring progress and performance • Communicate organizational direction and priorities clearly • Demonstrate interpersonal skills in work-related situations.
Prerequisites	
Revision Date	
Course Manager	Phone:

Associated training Courses	

AIRWORTHINESS COURSE DESCRIPTIONS

Section 1.0 Indoctrination Courses

ITS Course Number	1001
ITS Course Title	**New Employee Orientation**
Training Profile	Airworthiness
Training Category	Indoctrination 1.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with New Employee Orientation into the NCAA.
Course Description	This course is designed for newly hired Flight Standards Department personnel. It presents orientation information concerning the NCAA and Flight Standards Department. Course subjects include history, mission and philosophy of the NCAA.
Course Content	At the conclusion of the course, participants will be able to: • Utilize Computer Systems / Info Technology • Manage Resources • Understand agency Travel and Per Diem policy • Describe agency Security policies • Describe NCAA history and philosophy • Identify with the mission of flight standards • Understand and apply customer service principles • Identify with the flight standards service doctrine • Apply team concepts in the flight standards department • Understand ethical conduct as it pertains to the flight standards department • Incorporate professionalism. into job function • Demonstrate effective communication skills
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	NCAA FSG Indoctrination Course

Section 2.0 Certification

ITS Course Number	2003
ITS Course Title	**Air Operator Certification - Airworthiness**
Training Profile	Airworthiness
Training Category	Certification 2.0
Sequence	Initial
Course Length	80 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Air Operator Certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents orientation information concerning the NCAA and Flight Standards Department. Course subjects include the five phases of Air Operator certification. Participants will typically follow a "mock operator" seeking certification throughout each phase of the certification process. Exercises will be conducted to assure NCAA understanding of operator's submission requirements and demonstrations in compliance with the regulations and advisory material.

Course Content	At the conclusion of the course, and with appropriate guidance material, participants will be able to:
	
	• Describe the State responsibilities and ICAO requirements associated with the five phases of Air Operator certification.
	   o Pre-Application Phase l
	   o Formal Application Phase ll
	   o Document Compliance Phase lll
	   o Demonstration and Inspection Phase IV
	   o Certification Phase V
	
	• Apply the Flight Standards processes and procedures used in the certification of Air Operators, such as:

	o Describe the national legislation and State civil aviation regulations that pertain to this subject. o Conduct meetings such as Pre-Application Meeting and Formal Application meetings. o Evaluate compliance statement. o Evaluate Required Management o Conduct In-depth evaluation of applicants proposed manuals, for example: 　▪ Training curriculum and training programs. 　▪ Continuous Maintenance Program 　▪ Proposed MEL and CDL. 　▪ General Airworthiness manual 　▪ Navigational programs (RVSM, Cat 1, 11, 111) o Conduct Aircraft Conformity inspections o Inspect applicant's facilities, line stations and equipment. o Evaluate emergency evacuation and ditching demonstration o Conduct Proving Flights o Complete operation specifications and AOC. o Complete final certification report.
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	ICAO GSI Course (Airworthiness), Jordanian CAA Airworthiness Course, UK CAA Airworthiness Course, UK CAA Inspector Competency Training Course, SAA Airworthiness Course

ITS Course Number	2303
ITS Course Title	**Aircraft Maintenance Organizations - AMO**
Training Profile	Airworthiness
Training Category	Certification 2.3
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Aircraft Maintenance Organization certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents information concerning the NCAA and Flight Standards Department. Course subjects include certification requirements and procedures for Aircraft Maintenance Organizations.
Course Content	This course provides training on AMO certification procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Certificate an AMO • Evaluate AMO facilities and equipment • Evaluate AMO manuals • Evaluate AMO personnel and records • Evaluate training program
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	ICAO GSI Course (Airworthiness), FAA GSI Airworthiness Course, UK CAA Part 145 Course, FAA Part 145 Course, Jordanian CAA AMO Course

Section 3.0 Surveillance

ITS Course Number	3003
ITS Course Title	**Air Operator Surveillance - Airworthiness**
Training Profile	Airworthiness
Training Category	Surveillance 3.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Air Operator Surveillance.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents information on air operator surveillance job functions, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic air operator surveillance procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Plan yearly work program • Perform En Route Inspection (Cockpit and Cabin). • Evaluation of Ground Handling. • In-Flight Performance of Aircraft Systems. • Perform aircraft ramp inspection. • Inspect for suspected unapproved parts. • Inspect programs and records (example - aircraft maintenance, training, and avionics). • Inspect maintenance base and station facilities and equipment. • Inspect foreign operators • Documentation of Inspection Findings
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	UK CAA Airworthiness Course, SAA Airworthiness(Maintenance), COSCAP-BAG Airworthiness Course, Jordanian CAA A/W Course

Section 4.0 Personnel Licensing

ITS Course Number	4003
ITS Course Title	**Personnel Licensing Procedures - Airworthiness**
Training Profile	Airworthiness
Training Category	Personnel Licensing 4.2
Sequence	Initial Training
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Personnel Licensing certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents information on air operator surveillance job functions, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic personnel licensing procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Certification of Airmen (examples mechanics and maintenance engineers). • Conduct written tests for personnel licensing • Issue certificates (examples – maintenance engineers) • Conduct reexamination test
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	FAA GSI (Personnel Licensing), SAA Personnel Licensing Course (GSI)

ITS Course Number	4201
ITS Course Title	**Designated Examiner Procedures - Airworthiness**
Training Profile	Airworthiness
Training Category	Personnel Licensing 4.2
Sequence	Initial Training
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of designating examiner.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents policies and procedures on the certification and inspection of aviation training organizations, the NCAA, and Flight Standards Department responsibilities.
Course Content	This course provides training on basic designated examiner procedures and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Designate or Renew Examiners (examples – Pilot Examiners, Flight Engineer, Aircraft Dispatchers) • Inspect Designated Examiners and training programs (examples – Pilot examiners, flight engineer, dispatchers).
Prerequisites	ITS Course: 4001
Revision Date	
Course Manager	Phone:
Associated training Courses	FAA Personnel Licensing (GSI), SAA Personnel Licensing GSI, Jordanian CAA Personnel Licensing Course

ITS Course Number	4503
ITS Course Title	**Aviation Training Organizations - Airworthiness**
Training Profile	Airworthiness
Training Category	Personnel Licensing 4.5
Sequence	Initial Training
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Aviation Training Organization certification.
Course Description	This course is designed for newly hired Flight Standards Department personnel in Airworthiness safety specialties. It presents information on flight testing procedures, NCAA policy, and Flight Standards Department responsibilities.
Course Content	This course provides training on aviation training organizations and typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct certification and renewal of training centers • Inspect training centers (personnel, records or qualifications) • Inspect any Designated examiners at associated with the training center. • Inspect facilities and equipment (example flight simulators or training devices. • Approve and inspect curriculums • Evaluation of aircraft and records.
Prerequisites	ITS Course # 4001
Revision Date	
Course Manager	Phone:
Associated training Courses	FAA ATO Course, SAA Personnel Licensing GSI

Section 5.0 Investigation Courses

ITS Course Number	5001
ITS Course Title	**Compliance and Enforcement**
Training Profile	Airworthiness
Training Category	Investigations 5.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the subject of Compliance and Enforcement.
Course Description	This course is designed for newly hired Flight Standards Department personnel. It presents information on the resolution of safety concerns, compliance and enforcement procedures, conducting investigations, NCAA policy, and Flight Standards Department responsibilities.
Course Content	The course provides training on compliance and enforcement procedures which typically include job performance subjects such as those shown here: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct an Enforcement Investigation • Investigate Non-Compliance submitted with Self-Disclosure • Provide Technical Assistance to Legal Counsel • Investigate a Complaint (examples – noise complaints, damage Caused by a Civil Aircraft or reports of Reckless Flying) • Aircraft grounding • Withdrawal, Suspension, Revocation, Denial, or Amendment of Operations Specifications
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	FAA Compliance and Enforcement Procedures Course

ITS Course Number	5501
ITS Course Title	**Aircraft Accident Investigation**
Training Profile	Airworthiness
Training Category	Investigations 5.5
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aircraft Accident Investigations.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on the conduct of aircraft accident investigations, NCAA policy, and Flight Standards Department responsibilities.
Course Content	This course provides basic training on the conduct of aircraft accident investigations which typically includes the following job performance subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Human Factors • Accident case studies • Investigation procedures • Investigate an Aircraft accident • Investigate an Aircraft Incident • Investigate an Aircraft Occurrence • Investigate a Foreign Air Carrier Incident
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	USC Accident Investigation Course, Cranfield University Accident Investigation Course, NTSB Accident Investigation Course

6.0 Job Skills

ITS Course Number	6003
ITS Course Title	**Aircraft Certification**
Training Profile	Airworthiness
Training Category	Job Skills 6.0
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aircraft Certification.
Course Description	This course is designed for Flight Standards Group personnel in the Airworthiness safety specialties. It presents information aircraft certification procedures, NCAA policy, and fulfillment of Flight Standards Department responsibilities.
Course Content	This course provides training on NCAA responsibilities for aircraft certification which normally includes the following job performance subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct Conformity inspection (aircraft and records) • Issue Airworthiness Certificate • Evaluate Foreign Registered aircraft, parts and products • Evaluate aircraft program systems (examples – aircraft/engine utilization report, service difficulty reporting (SDR), engineering change authorizations, and airworthiness approval. • Evaluate demonstrations for a New Aircraft (examples - emergency evacuation, ditching, or proving flights) • Issue an export airworthiness approval.
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	UK CAA Airworthiness Course, SAA Airworthiness(Maintenance), COSCAP-BAG Airworthiness Course, Jordanian CAA A/W Course

ITS Course Number	6203
ITS Course Title	**Major Repair and Alteration**
Training Profile	Airworthiness
Training Category	Job Skills 6.2
Sequence	Initial
Course Length	40 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Major Repairs and Alterations.
Course Description	This course is designed for Flight Standards Department personnel in Airworthiness safety specialties. It presents information on the procedures used for evaluating and approving major repair and alterations programs, NCAA policies, and fulfillment of Flight Standards Department responsibilities.
Course Content	The course provides training on NCAA responsibilities for the conduct of major repairs and alterations. The following job performance subjects are normally included: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Evaluate air carriers program for Major Repair and Alterations. • Conduct Approval of major repairs and alterations and field approvals • Process reports (example - Malfunction or Defect report).
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	Alteon Boeing Structural Repair Course for Engineers I, II, III, FAA Major Repair and Alterations Course

ITS Course Number	6503
ITS Course Title	**Aviation Safety Program Manager**
Training Profile	Airworthiness
Training Category	Job Skills 6.5
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the position of Aviation Safety Program Manager.
Course Description	This course is designed for Flight Standards Department personnel in Airworthiness safety specialties. It presents information on safety program manager responsibilities and procedures, flight safety programs, NCAA policies, and fulfillment of Flight Standards Department goals.
Course Content	This course provides training on Safety Program Manager job functions which normally includes subjects such as those listed below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Develop an Aviation Safety program • Manage safety meetings and events • Issue waivers or authorizations
Prerequisites	None
Revision Date	October 1, 2006
Course Manager	Phone:
Associated training Courses	UK CAA Airworthiness Course, SAA Airworthiness(Engineering), COSCAP-BAG Airworthiness Course, Jordanian CAA A/W Course

ITS Course Number	6701
ITS Course Title	**Safety Management Systems**
Training Profile	Airworthiness
Training Category	Job Skills 6.7
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated aviation Safety Management Systems.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on system safety, safety management systems, NCAA policies, and Flight Standards Department responsibilities.
Course Content	This course provides training on Safety Management Systems and will normally include the topics listed below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Approve and inspect a Safety Management System • System safety • Hazard identification and analysis • Risk mitigation procedures • Internal audit and evaluation programs • Employee reporting programs • Safety promotion • Safety assurance • Emergency preparedness
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	ICAO SSP/SMS Course, USC SMS Course, IATA SMS/QMS/IMS Course

ITS Course Number	6801
ITS Course Title	**Foreign Air Carriers**
Training Profile	Airworthiness
Training Category	Job Skills 6.8
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with the inspection of Foreign Air Carriers.
Course Description	This course is designed for Flight Standards Department personnel. It presents information on the oversight and management of foreign air carriers, along with NCAA policies and Flight Standards Department responsibilities.
Course Content	This course provides training on foreign air carriers and will normally include the topics listed below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Conduct ramp inspections on foreign air carriers. • Issue operation specifications • Issuance of pilot certificate based on foreign pilot certificate.
Prerequisites	
Revision Date	
Course Manager	Phone:
Associated training Courses	NCAA Regulation Review Workshops, COSCAP-BAG Airworthiness Course, Jordanian CAA A/W Course

Section 7.0 Avionics

ITS Course Number	7050
ITS Course Title	**Avionics Job Functions**
Training Profile	Airworthiness
Training Category	Avionics 7.0
Sequence	Initial
Course Length	24 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training (OJT) for the specific job tasks associated with Aircraft Certification.
Course Description	This course is designed for Flight Standards Group personnel in Airworthiness safety specialties. It presents information on aircraft avionics programs and procedures, NCAA policy, and fulfillment of Flight Standards Department responsibilities.
Course Content	This course provides training on aircraft avionics job functions and will typically include the following subjects: • National legislation and State civil aviation regulations that pertain to this subject. • Evaluate air operator programs (such as: Extended Range Operations (ETOP's), Reduced Vertical Separation (RVSM, and Cat 11/111 programs).
Prerequisites	None
Revision Date	
Course Manager	Phone:
Associated training Courses	FAA ETOPS, RVSM, CAT II & III Operations Course. NCAA Regulations Review Workshop

Section 8.0 Cabin Safety Courses

ITS Course Number	8001
ITS Course Title	**Cabin Safety**
Training Profile	Airworthiness
Training Category	Cabin Safety 8.0
Sequence	Initial
Course Length	32 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training for the specific job tasks associated with the subject of Cabin Safety.
Course Description	The participant will be provided with technical guidance regarding cabin safety for air carriers and air operators. The course provides the participant with the ability to assess the compliance of air operators using applicable Nigeria Civil Aviation Regulations and Flight Standards Department policies. Course subjects include policies and procedures for cabin safety programs, job functions and demonstrations.
Course Content	This course provides basic training on cabin safety job functions which typically includes the following subjects: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • Evaluate a Flight Attendant Manual • What To Look For in a Cabin Safety Investigation • Evaluate a Flight Attendant Training Program • Enroute inspections and ramp inspections • Crew coordination procedures between crewmembers and flight attendants • Cabin Safety Emergency Equipment Documentation • Inspect a Cabin Crew Training Program • Location and/or security of aircraft equipment affecting passenger safety or emergency procedures • Cabin safety system analysis • Knowledge of regulatory, certification, and/or surveillance activities.
Prerequisites	None
Revision Date	

Course Manager	Phone:
Associated training Courses	

Section 9.0 Management Courses

ITS Course Number	9001
ITS Course Title	**Management Training**
Training Profile	Airworthiness
Training Category	Management 9.0
Sequence	Initial
Course Length	80 Hours
Course Objective	After completing this course the inspector will be able to begin formal on-the-job training for the specific job tasks associated with the subject of the training of management.
Course Description	Participants will gain an understanding of management duties and responsibilities, teamwork, mentoring, communications, managing resources and change, and planning. The course allows participants to analyze how leadership style impacts job performance, demonstrate interpersonal skills, and develop an action plan to support continued growth in leadership effectiveness.
Course Content	This course provides training on management or supervisory job functions. Training will typically include subjects such as those shown below: • National legislation and Nigeria civil aviation regulations that pertain to this subject. • First line duties and responsibilities (examples – job priorities, administrative duties, operational duties and standards, ICAO and NCAA, effective delegation • Leadership and Communication Skills • Creating an effective work environment • Recognize and reward performance • Provide and receive constructive feedback • Self-development based on feedback • Tools for managing employees (examples – communication and motivation strategies, coaching, stress indicators, conflict management and problem solving, handling change) • Monitoring progress and performance • Communicate organizational direction and priorities clearly • Demonstrate interpersonal skills in work-related situations.
Prerequisites	None
Revision Date	
Course Manager	Phone:

Associated training Courses	IATA Management Courses, SAA Safety Oversight Manager's Course,

15.0   OJT GUIDE

15.1   PART 1 INTRODUCTION

WHAT IS OJT?

On-the-Job-Training (OJT) is:
"OJT is planned training conducted at a work site by an authorized instructor. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on the job."

OJT in the Inspector Training System
The goal of the Inspector Training System (ITS) is:

> *To establish and maintain a training system that provides up-to-date, performance-based training to meet the evolving, real-time needs of the workforce and the aviation industry.*

Structured OJT is a critical component of the ITS system. It is a core training process that is required in every Nigeria Civil Aviation Authority (NCAA) training program. An effective OJT Program fulfills the international obligations required of ICAO member States and contributes to the vision and goals of the NCAA.

Four goals have been established by the Flight Standards Group (FSG) to achieve this vision:

- Goal 1: Provide a complete, effective training curriculum that helps employees perform their job responsibilities well and in accordance with the overall policies and direction of the Flight Standards Group.
- Goal 2: Establish processes to ensure training is current and well-designed, can be tailored to the needs of individual employees, and is administered in a fast and flexible way in response to changing needs.
- Goal 3: Build and maintain a training infrastructure – including technology, organization, and facilities – that efficiently provides the services and support that managers and employees need to get the most out of training.
- Goal 4: Gain support from the FSG leaders, managers, and employees for the commitments of money, time, and other resources necessary to ensure an effective training system.

PURPOSE OF THIS GUIDE
This OJT Guide describes the processes and tools for planning, delivering, and evaluating the Flight Standards Group OJT Program. The OJT Program outlined in this guide is a dynamic ongoing program that will change to meet the needs of the FSG and its employees.

APPLICABILITY OF OJT
The OJT Program presented in this guide applies to Flight Standards Group inspectors and describes technical skills training, re-qualification training, and training in new programs and tasks. Any OJT conducted prior to the effective date of this program may be counted toward

required inspector development training. However, all training conducted after the effective date of this document should be in accordance with this program.

VALUE OF OJT

The OJT Program is an essential part of inspector training and adds value to the overall Flight Standards Group training effort. Consider the following points:

1. Skills Application

By applying knowledge and skills learned, the trainee completes the learning process. At the same time, the FSG gains confidence in the trainee's capabilities. With the completion of OJT the FSG can certify the trainee as a qualified inspector.

2. Flexibility

The FSG Service OJT Program is a process for implementation and management of a structured OJT system using national guidelines. The program can be tailored to the tasks in which an employee needs training and may also include training on tasks unique to an office.

3. Timeliness

OJT can be provided immediately when the need or opportunity arises.

4. Cost Effectiveness

OJT is relatively inexpensive compared to classroom training because there is little or no travel cost. Primarily, OJT requires an investment of time by the OJT instructors, trainees, their Training coordinator and the designated manager of the OJT Program in the different FSG Directorates. OJT has proven to be a very valuable component of a comprehensive training program.

5. Locally Managed

OJT empowers managers and employees to develop needed skills. When a training need exists, OJT can be provided for employees when it has been identified as the best method for delivering the needed training, or if no other means to receive the training is available.

6. Career Broadening

Throughout an employee's FSG career, OJT remains a valuable tool for continually broadening technical skills and capabilities. Cross-training in tasks of other disciplines may not be possible through other training means due to resource limitations but may be more easily attainable through a structured OJT Program.

15.2   PART II – OJT BASICS IN FLIGHT STANDARDS GROUP

Summary
This section of the OJT Guide describes the background, structure, policies, and definitions of the FSG OJT Program.

JOB TASK ANALYSIS
Required training for FSG Inspectors is specified by the individual Job Tasks that the Inspector will be asked to perform. A Job Task is, "*A single identifiable unit of work that is regularly accomplished by Flight Standards Inspectors in the course of a normal work year*." The ITS incorporates a comprehensive listing of the Job Tasks most commonly used in the Flight Standards line of business.

Each Job Task is supported by a detailed Job Task Analysis. This *analysis* is a written summary that describes how to perform the Job Task. More specifically a Job Task Analysis is, "*A written description of the materials, procedures, and requirements that are used to accomplish a Job Task, including, supporting documentation, completion standards, narrative description of the task, and step by step listing of the required sub-tasks.*" The ITS Job Task Analysis documents for Operations and Airworthiness Inspectors are located in a separate binder.

The ITS utilizes Job Task Analysis as the basis for all required Inspector training. The Job Task listings for Operations and Airworthiness Inspectors are used consistently in all of the ITS products and components. The ITS includes all of the Job Tasks that the NCAA finds necessary to enable it accomplish all relevant functions.

JOB TASK CONFIGURATION
The ITS utilizes two separate listings of Job Tasks, one for Operations Inspectors and one for Airworthiness Inspectors. Within each specialty the Job Tasks are arranged by primary inspector duty. These subject areas form the nine standardized categories of training that are utilized throughout the Inspector Training System.

1. Indoctrination
2. Certification
3. Surveillance
4. Personnel Licensing
5. Investigations
6. Job Skills
7. Aircraft Dispatcher or Avionics
8. Cabin Safety
9. Management

The list of Job Tasks that is associated with training category can be found in the Training Profiles for Operations and Airworthiness Inspectors.

These job task listings include all the Job Tasks that are required by the NCAA for each category. If an inspector is not required to perform any of the particular Job Tasks listed in a category, he is not required to complete OJT for that Job Task. Inspectors must complete OJT for each Job Task that they will be asked to perform by the NCAA without assistance. Training Coordinators are responsible to determine which tasks are required for each employee based on the particular inspector's work assignment. OJT must be completed for each of these required Job Tasks.

DEFINITIONS

The following are definitions of terms related to the FSG OJT Program:

Term	Definition
On-the-Job Training (OJT)	OJT is a planned, structured training event conducted at a work site by an authorized OJT instructor. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on the job.
OJT Task	A unit of work that contains logical and necessary steps in the performance of a job duty, typically with a defined beginning and ending. The task must produce a meaningful result and is one that can best be taught and learned on the job.
Level I OJT Training	Level I training is related to that body of knowledge associated with a specific job task. This knowledge is contained in orders, rules, guidance, and standards. Level I training typically involves a review of all reference materials applicable to the job tasks for which training has been identified. Level I training *may* be satisfied through classroom training or other delivery methods.
Level II OJT Training	Level II training involves observation of the performance of specific job tasks. This training typically involves the trainee observing and/or assisting the OJT instructor in the performance of those specific job tasks for which the trainee will be held accountable. Level II training may be satisfied through appropriate classroom training that provides the opportunity for the trainee to observe and/or assist the instructor performing the task.
Level III OJT Training	Level III training involves the application of knowledge and skills to the performance of specific job tasks. Typically, the trainee performs the job task under the observation of a qualified OJT instructor. The instructor assesses the performance of the task and indicates on the trainee's OJT training plan when Level III performance is achieved.
Surveillance	One of the most significant duties of the NCAA is to conduct surveillance in all areas of air transportation. The primary objective of surveillance activities is to provide the NCAA with accurate, real-time, comprehensive information for the evaluation of the safety status of the air transportation system.

Investigations	The means in which the NCAA determines causal factors of potential or actual problem areas, and are the vehicle to effect appropriate corrective action. These work activities are generated on an "as required" or "as discovered" basis.
Certification	The certification work activities validate the competency of an air operator, air agency, or airman and their compliance with appropriate statutory and regulatory requirements prior to active performance in the aviation industry.
General Technical	Those functions performed by trainees that do not fit in Surveillance, Investigations, or Certification. For example: aviation education and promoting aviation safety to all segments of the aviation community.
OJT Record	An electronic/hard copy tool that is used to record the trainee's OJT plan, progress, and completion. This is accomplished by the ITS Tracking Tool.
OJT Steering Committee	A group of employees from the FSG who have oversight of the OJT Program.
Office Manager	Provides first level supervision to subordinate employees and manages the activities of one operating unit, project, or program area.
OJT program manager	The employee who is designated and trained to establish and maintain the OJT Program for the FSG. This is a key role in the implementation of the OJT Program.
OJT Instructor	A trained employee designated to provide OJT instruction to trainees on specific tasks at Levels I, II, and III, in accordance with the procedures established in this document. OJT instructors should be designated in each local office and must complete a formal course of training on OJT techniques.
Trainee	Any Flight Standards employee receiving on-the-job training.
Simulated Task	When a task is simulated, the environment, conditions, equipment and performance of the task must be as near the "real life" situation as possible.

REFERENCES
This OJT Guide is part of the Flight Standards Group, Inspector Training System (ITS). The ITS is composed of five primary components:

1.	ITS OJT Guide
2.	ITS Program Guide
3.	ITS Formal Course Standards
4.	ITS Job Task Analysis
5.	ITS Training Record

15.3   PART III – ROLES AND RESPONSIBILITIES

SUMMARY

This section of the OJT Guide provides an expanded description of the roles and responsibilities of those specifically involved in the Flight Standards Group OJT Program. Additional roles and responsibilities can be found in the ITS Program Guide.

THE FLIGHT STANDARDS DEPARTMENT

The Flight Standards Group of the NCAA has responsibility for overall program development and management. This includes working with OJT Steering Committee to develop OJT policy and guidance. The FSG must ensure that the OJT program is fully and effectively implemented. The FSG should also coordinate and ensure the continued revision of this OJT Guide and OJT procedures as necessary to reflect new policies or guidance.

THE OJT STEERING COMMITTEE

An OJT Steering Committee may be established by the Flight Standards Group to assist in the management of the OJT program. When so designated, the OJT Steering Committee should be composed of personnel from different Directorates of the FSG and chaired by the NCAA Training Manager. The committee provides oversight and guidance for the implementation of the OJT Program. It monitors and assesses accomplishment of program objectives and recommends changes to the program. The committee should meet at least annually to discuss training issues.

TRAINING COORDINATOR

The Training Coordinator of each Directorate of the FSG is responsible for the implementation of the OJT program in that Directorate. The responsibilities of the Training Coordinator listed in this section cannot be delegated. The duties and actions that are required to implement these responsibilities may be delegated, but the ultimate responsibility for successful implementation of the program is retained by the Training Coordinator.

The Training Coordinator is responsible for the items discussed below.

- Ensure that this OJT Program is implemented efficiently and effectively.
- Ensure the designation of OJT Program Managers and OJT Instructors who meet the selection criteria outlined in this Guide.
- Providing letters of authorization for qualified OJT Program Managers and OJT Instructors.
- Planning and budgeting to ensure that the OJT Program continuously receives the resources necessary for the effective accomplishment of its goals.
- Specifying the particular Job Tasks that apply to Inspectors in the office in accordance with local conditions.
- Establishing a standardized method to ensure that trainees are provided adequate time and resources required for completing OJT training on specific tasks.
- Obtaining assistance from an OJT instructor when a training requirement cannot be fulfilled due to the lack of internal instructional expertise.
- Ensuring that trainees begin their OJT Program as soon as possible after they come on board. (Completion of indoctrination training is not a prerequisite to OJT Instruction)

- Authorizing and signing the Training Record for OJT levels of credit granted to an employee. Credit may be given for previous training or work experience
- Reviewing with each OJT instructor, on a regular basis, the progress of assigned inspector trainees and initiating any corrective action necessary to improve performance and/or training deficiencies
- Final sign-off in the Training Record of an employee to certify completion of all OJT requirements for each Job Task. This sign-off is the NCAA authorization for the employee to begin accomplishing that Job Task without further assistance.
- Evaluating OJT instructor performance annually with a mid-year review based on
  - feedback from trainees and the OJT PM
  - the instructor's ability to meet training plans
  - the selection criteria
- Assuming the role of mediator and decision-maker when there are OJT problems and/or disagreements involving OJT instructors and inspector trainees
- Acting upon feedback from trainees concerning the OJT Program. Either resolve the situation at their level or ensure that the information is moved up the line to whomever can act on the feedback
- Assisting the OJT PM in implementing program improvements

OJT PROGRAM MANAGER
This person is responsible for the implementation of the OJT program in the different Directorates of the FSG. His duties include the following:

The OJT Program Manager is responsible for the items discussed below.

- Provide leadership for the OJT Steering Committee
- Coordination among OJT instructors
- Implementing and managing the OJT Program in the different Directorates of the FSG
- Ensuring that the OJT Program is consistent with NCAA policies and guidance
- Educating and keeping the management and employees current on the Flight Standard Group OJT Program
- Continually evaluating the effectiveness of the OJT program and recommending improvements to management. Improvements will be implemented as authorized by the Training Coordinator to ensure the Directorate develops the skills and capabilities it needs.
- Completing a course of training in Instructional Techniques
- Obtaining a letter of authorization from the Training Coordinator (See Appendix 2).
- Facilitating the resolution of problems or issues that may impede the effective delivery of OJT
- Participating in regular communication with other OJT PMs to discuss OJT best practices, suggested changes, and program issues
- Interacting with the Flight Standards Group Training Division, to implement the NCAA OJT policies, objectives and priorities, and to communicate each Directorate's requirements or issues that may require a national response
- Assisting the Training Coordinator in identifying tasks performed in the Directorate for which OJT should be required
- Facilitating and supporting management and trainees in developing individual OJT training plans and schedules

- Ensuring OJT instruction is provided to trainees in accordance with applicable directives, this OJT Guide, and the trainee's OJT plan
- Conducting reviews of each trainees' OJT Training Record. Ensure that all entries are correct, and that the final sign-off of completed Job Tasks is accomplished by the Training Coordinator
- Ensuring that OJT is provided for trainees as soon as they come on board. They should not have to wait until they have completed Indoctrination
- Recommending OJT instructor candidates to the Training Coordinator
- Verifying that, prior to conducting OJT, selected OJT instructor candidates have successfully completed required training courses and have a letter of authorization from the Training Coordinator
- Monitoring OJT instructor performance and coaching OJT instructors on effective methods and techniques

OJT INSTRUCTOR
- Completing a course of training in Instructional Techniques
- Obtaining a Letter of Authorization from the Training Coordinator
- Conducting OJT with trainees
- Ensuring that OJT instruction is consistent with applicable Nigerian CARs and practices
- Updating general entries in OJT trainee records
- Entering data in a trainee's Training Record after instruction when necessary to certify completion of levels 1, 2, or 3 for individual Job Tasks.
- Exhibiting objective, constructive, empathetic, and other behaviors conducive to supporting all OJT trainees
- Conducting OJT according to the trainee's individual training plan as developed by the trainee and Training Coordinator
- Assessing the trainee level of knowledge and skill on specific tasks
- Providing structured, well-planned, and documented OJT training with stated objectives and expected levels of performance (See Appendix 3)
- Communicating with the Training Coordinator and OJT Program Manager about trainee progress
- Ensuring that the trainee has accomplished all elements of OJT instruction associated with a particular task in an acceptable manner before notifying the OJT Program manager and Training Coordinator that the trainee is able to perform the task without assistance and is ready for final sign-off

TRAINEE
- Participating with the Training Coordinator to identify developmental needs and to plan training activities
- Requesting OJT credit from the Training Coordinator for prior training and/or experience
- Fulfilling their OJT requirements as established within the office
- Participating in the feedback process to help ensure continual improvement including feedback on the performance of the instructor
- Participating, in a constructive manner, in their own training progress reviews under this guide and checking the accuracy of completed tasks during the review meetings

15.4 PART IV – OJT SYSTEM IMPLEMENTATION

SUMMARY
This part of the OJT Guide discusses management implementation of the OJT *system* process. This process consists of three phases:
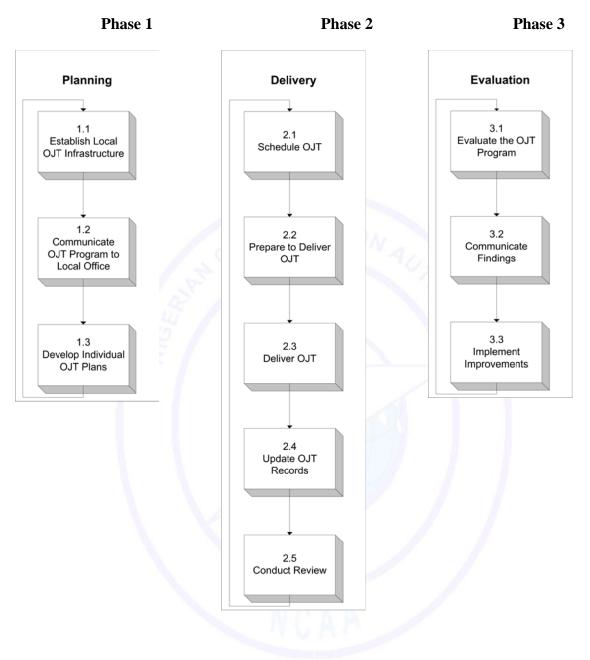
Phase 1. Planning
Phase 2. Delivery
Phase 3. Evaluation

These system management phases should not be confused with the three levels (steps) of the OJT *training* process that are utilized during the actual conduct of OJT for new inspectors. These three levels are discussed in Part VI, Step 2.3, and detailed guidance for the actual conduct of OJT is provided in Appendix 3, Training Guidance, at the end of this document.

The three high level phases that are used to implement the OJT *system* within the Flight Standards Group are shown in the three graphics below. Although these phases are separate and have distinct actions and roles, they are also cyclical and continual in nature. The OJT program should be constantly re-evaluated and amended as the needs of the Flight Standards Group change.

Phase 1

Phase 2

Phase 3

Planning

1.1
Establish Local
OJT Infrastructure

1.2
Communicate
OJT Program to
Local Office

1.3
Develop Individual
OJT Plans

Delivery

2.1
Schedule OJT

2.2
Prepare to Deliver
OJT

2.3
Deliver OJT

2.4
Update OJT
Records

2.5
Conduct Review

Evaluation

3.1
Evaluate the OJT
Program

3.2
Communicate
Findings

3.3
Implement
Improvements
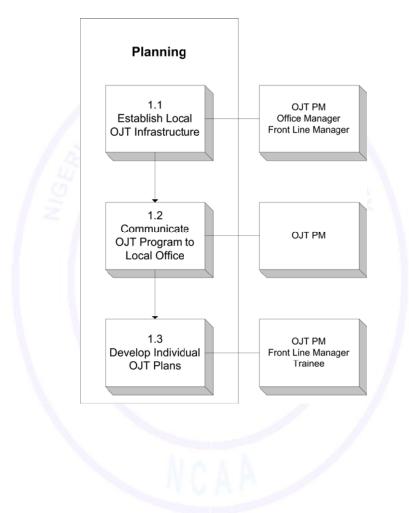
15.5   PART V – PHASE 1 – PLANNING

SUMMARY

The diagram below depicts the steps and key participants in the OJT Planning Phase. This phase consists of planning for all aspects of the program – from the overall Directorate needs to final development of the individual trainee.

STEP 1.1 – ESTABLISH THE LOCAL OJT INFRASTRUCTURE

Step 1.1 – Key Participants		
Training Coordinator	General Manager	OJT PM

Planning

```
1.1
Establish Local
OJT Infrastructure

1.2
Communicate
OJT Program to
Local Office

1.3
Develop Individual
OJT Plans
```

Overview

The first step in the planning phase is to establish the Directorate's OJT Infrastructure. This includes establishing the resources needed for the program and determining the tasks that the Directorate needs as an initial profile. During this step of the planning phase, the designated OJT program manager (PM) will conduct activities to establish the OJT Program in the Directorate or to implement change in the OJT Program.

Process

Select the OJT Program Manager
The Training Coordinator should select an OJT program manager. This person should be someone who wants the job and meets the criteria. The program manager is very important to the success of the OJT program within the Directorate. He/she has the responsibility to see that the program is implemented according to the NCAA policy and this guide.

The following criteria should be used when selecting an OJT Program Manager:

- Desire to be a program manager
- Ability to communicate with people at all levels
- Ability to make presentations to groups
- Ability to set up a program and to oversee its implementation
- Knowledge of OJT instruction
- Willingness to track OJT for each employee in the office
- Attention to detail
- Ability to complete a course of training on instructional techniques

REVIEW THE NEEDS OF THE DIRECTORATE
A review of the special needs of the Directorate should be conducted and compared to the Job Tasks listed in the standardized Training Profiles for Operations and Airworthiness Inspectors. Additional job tasks may be added to an inspector's training profile when required to fulfill a special need of the Directorate.

SELECT OJT INSTRUCTORS
The Training Coordinator and the OJT PM should estimate instructor requirements in planning the OJT program. At a minimum, there should be one instructor for each represented occupational

specialty in the Directorate. As a maximum, not more than 25% of all employees in the Directorate should be OJT instructors. When selecting OJT instructors consider the following:

- How many employees, including new hires, are expected to need OJT for the planning period?
- What knowledge and skills will the OJT instructors require? What specialties are represented in the needed training? This should come from the profiles developed earlier.
- How can instructor resources be best utilized?

The following criteria should be used to identify OJT instructor candidates:
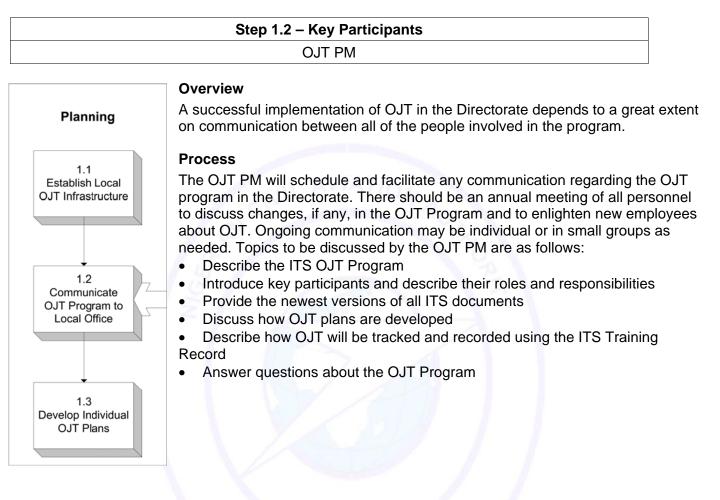
- Qualification in the job specialty and job tasks they are intended to teach
- Advanced knowledge, skill, and experience that match the identified training needs along with the necessary skills to support and enhance training and create a learning environment
- Ability to demonstrate a task in a clear and logical order
- Willingness to prepare training, instruct and coach trainees on performance of tasks being trained
- Ability to communicate technical information, concepts, and procedures clearly, concisely, and positively in a variety of ways
- Desire to be an instructor
- Compliance with the standards and definitions of professionalism

It is important for all instructors to attend a course of training on instructional techniques to ensure consistency in delivering OJT and in evaluating trainee progress. The OJT PM will work with the instructor to reinforce training concepts and the value of a structured, planned training activity for each trainee.

Once individuals are appropriately trained to be OJT instructors, the Training Coordinator will prepare and sign a letter stating that the individual meets the criteria to be an instructor, that he /she has completed the formal training course on instructional techniques, and is authorized as an OJT instructor. An example of a letter authorizing an OJT instructor is in Appendix 1. The letter will list the specific roles and responsibilities assigned to the OJT instructor if different from those roles and responsibilities listed for OJT instructors in this guide. Only those OJT instructors who are so authorized are considered to be OJT instructors under the Flight Standards Group OJT Program.

STEP 1.2 – COMMUNICATE OJT PROGRAM TO DIRECTORATES

Step 1.2 – Key Participants
OJT PM

Planning

```
1.1
Establish Local
OJT Infrastructure
        │
        ▼
1.2
Communicate
OJT Program to
Local Office
        │
        ▼
1.3
Develop Individual
OJT Plans
```

Overview

A successful implementation of OJT in the Directorate depends to a great extent on communication between all of the people involved in the program.

Process

The OJT PM will schedule and facilitate any communication regarding the OJT program in the Directorate. There should be an annual meeting of all personnel to discuss changes, if any, in the OJT Program and to enlighten new employees about OJT. Ongoing communication may be individual or in small groups as needed. Topics to be discussed by the OJT PM are as follows:

- Describe the ITS OJT Program
- Introduce key participants and describe their roles and responsibilities
- Provide the newest versions of all ITS documents
- Discuss how OJT plans are developed
- Describe how OJT will be tracked and recorded using the ITS Training Record
- Answer questions about the OJT Program

STEP 1.3 – DEVELOP INDIVIDUAL OJT PLANS

Step 1.3 – Key Participants		
OJT PM	Training Coordinator	Trainee

Planning

```
1.1
Establish Local
OJT Infrastructure

       ↓

1.2
Communicate
OJT Program to
Local Office

       ↓

1.3
Develop Individual
OJT Plans
```

Overview

The OJT PM should arrange a meeting with the trainee and the Training Coordinator. The purpose of this meeting is to develop the Trainee's individual OJT plan. This requires the following five actions:

1. Review the OJT process
2. Agree on the Job Tasks for which OJT must be conducted
3. Assess the previous experience of the trainee
4. Agree on the formal classroom training courses that the trainee must complete
5. Provide resources
6. Set up the Training Record for the trainee

PROCESS

DEVELOP THE TRAINEE'S INDIVIDUAL OJT PLAN

1. Review the OJT process.
   The OJT PM should review training program expectations and responsibilities to be sure that the trainee understands the process. The following points should be discussed:
   - Review the importance and goals of OJT
   - Review the roles of the trainee, OJT instructors, Training Coordinator, and OJT PM
   - Review the OJT process
   - Inform the trainee that OJT is a means of receiving individualized training but does not substitute for required formal classroom training.

2. Agree on the Job Tasks for which OJT must be conducted.
   The Training Coordinator must consider the proposed work assignment for the trainee. He may decide that the trainee should become proficient in all the job functions performed in the office, or in only some subset of the functions. The trainee must complete OJT and the formal classroom training associated with each Job Task that he will be asked to perform without assistance.

- Print out a hard copy of the ITS Training Record software for the trainee's specialty, either Operations or Airworthiness
- The Training Coordinator should review the Training Record and decide which tasks should be completed by the employee. An employee is not required to complete OJT on all Job Tasks in any given category. There may be some Job Tasks that an employee never has to complete because his work assignment does not include those tasks.
- Using a pen or pencil, the OJT PM should mark the trainee's Training Record as instructed by the Training Coordinator. To accomplish this, enter a date in the column labeled "Planned Start Date" for each of those job tasks that are specified by the Training Coordinator. The trainee will be expected to complete OJT for those tasks that have a planned start date entered.

3. Assess the previous experience of the trainee.
   The OJT PM should assist the Training Coordinator to assess the trainee's previous experience. The following points should be discussed:

- Ask questions about the employee's previous work experience and formal training. This may include work in another department of the NCAA, formal classes, courses conducted by a foreign training center, computer based instruction (CBI), Internet or Web based training, etc.
- In cases where the trainee has substantial prior experience or has received prior formal training directly related to his present work assignment, the employee may be granted credit up to the first two levels of OJT for certain tasks. The Training Coordinator will make the final decision on granting this credit after assessing that the trainee's knowledge is satisfactory on those specific tasks.

4. Agree on the formal classroom training courses that the trainee must complete.
   Review the mark-up copy of the Training Record to locate those Job Tasks that have a Planned Start Date entered. Circle the formal classroom training course that is associated with each of these Job Tasks. Before completing OJT on any Job Task the trainee must complete the formal training course associated with that Job Task.

5. Provide Resources.

   In order for the trainee to complete required training the Training Coordinator must arrange for and provide the necessary resources. The following items should be considered:
   - Schedule the trainee for required formal classroom training courses.
   - Provide required manuals, handbooks, access codes, hardware, and tools.
   - Assign an instructor to begin the OJT training. The trainee may have several instructors during OJT, but each should follow the training plan and work on the tasks that have been identified in the Training Record.
   - Coordinate with additional personnel and arrange for travel and funding as necessary to provide sufficient opportunities for the trainee to participate in the specified job functions.
   - Discuss the proposed completion date for the OJT program and mark those tasks in the Training Record that should be completed by the next review meeting (see Step 2.5).
   - At the end of the meeting the trainee should know which OJT tasks he needs to complete and a timeframe for getting them accomplished.

6. Set up the Training Record for the trainee.

After the meeting the OJT PM should establish an automated Training Record for the trainee using the ITS Training Record software. Detailed instructions for using the Training Record are provided in Part IX of this Guide. When setting up the Training Record software, refer to the hard copy of the Training Record marked-up in step 2 above.

- Enter the trainee's name and administrative information as appropriate.
- Transfer the Planned Start Date for each Job Task from the Training Record mark-up copy into the Training Record software. Job Tasks that do not have to be completed can be left blank, or you may enter "N/A" for "Not Applicable."
- Make appropriate entries to indicate which Job Tasks will receive Level 1 or 2 credit for prior experience and training.
- For each course that is circled in the Training Record, transfer the course title and number into the Formal Training Course Record. Leave the completion dates blank.
- Review the Training Record with the trainee to be certain that it is correct and that all points have been agreed upon. Explain that the record will be reviewed quarterly and the trainee's progress will be appropriately recorded and updated at that time.
- Provide the trainee with a hard copy print out of his customized Training Record.
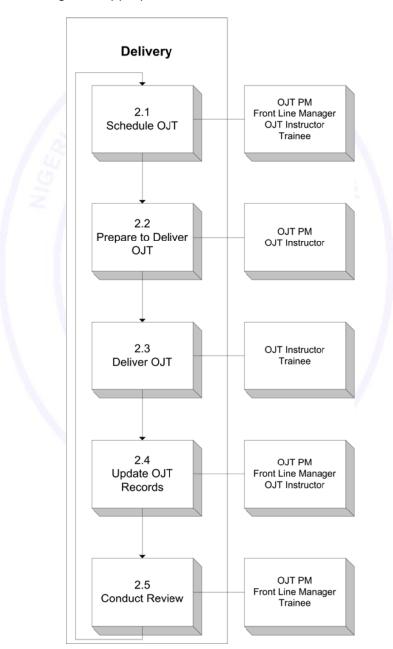
15.6   PART VI – PHASE 2 – DELIVERY

Summary
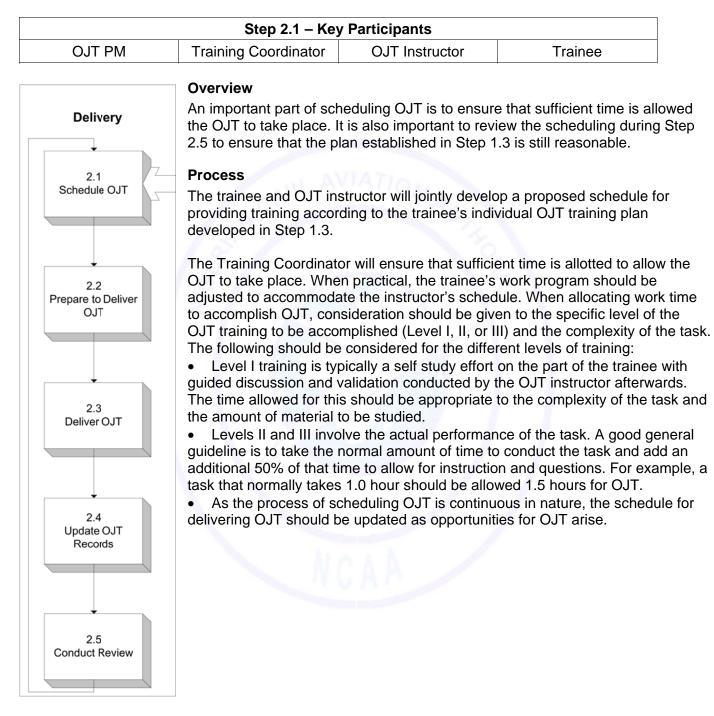
The diagram below depicts the steps and key participants in the OJT Delivery Phase. This phase consists of the actual conduct of the training from initial scheduling through final progress review. Steps 2.4 and 2.5 may be completed simultaneously. "Front Line Manager" may refer to the trainee's Training Coordinator or General Manager as appropriate.

Delivery

Step	Participants
2.1 Schedule OJT	OJT PM / Front Line Manager / OJT Instructor / Trainee
2.2 Prepare to Deliver OJT	OJT PM / OJT Instructor
2.3 Deliver OJT	OJT Instructor / Trainee
2.4 Update OJT Records	OJT PM / Front Line Manager / OJT Instructor
2.5 Conduct Review	OJT PM / Front Line Manager / Trainee

STEP 2.1 – SCHEDULE OJT

Step 2.1 – Key Participants			
OJT PM	Training Coordinator	OJT Instructor	Trainee

Delivery

2.1 Schedule OJT

2.2 Prepare to Deliver OJT

2.3 Deliver OJT

2.4 Update OJT Records

2.5 Conduct Review

Overview

An important part of scheduling OJT is to ensure that sufficient time is allowed the OJT to take place. It is also important to review the scheduling during Step 2.5 to ensure that the plan established in Step 1.3 is still reasonable.

Process

The trainee and OJT instructor will jointly develop a proposed schedule for providing training according to the trainee's individual OJT training plan developed in Step 1.3.

The Training Coordinator will ensure that sufficient time is allotted to allow the OJT to take place. When practical, the trainee's work program should be adjusted to accommodate the instructor's schedule. When allocating work time to accomplish OJT, consideration should be given to the specific level of the OJT training to be accomplished (Level I, II, or III) and the complexity of the task. The following should be considered for the different levels of training:

• Level I training is typically a self study effort on the part of the trainee with guided discussion and validation conducted by the OJT instructor afterwards. The time allowed for this should be appropriate to the complexity of the task and the amount of material to be studied.

• Levels II and III involve the actual performance of the task. A good general guideline is to take the normal amount of time to conduct the task and add an additional 50% of that time to allow for instruction and questions. For example, a task that normally takes 1.0 hour should be allowed 1.5 hours for OJT.

• As the process of scheduling OJT is continuous in nature, the schedule for delivering OJT should be updated as opportunities for OJT arise.

STEP 2.2 – PREPARE TO DELIVER OJT

Step 2.2 – Key Participants	
OJT PM	OJT Instructor

Delivery

- 2.1 Schedule OJT
- 2.2 Prepare to Deliver OJT
- 2.3 Deliver OJT
- 2.4 Update OJT Records
- 2.5 Conduct Review

Overview

OJT instructors need to be experienced in the tasks they are assigned to teach. Having this experience, however, is not a substitute for proper planning of a training exercise. It is important for the instructor to prepare for the lesson to ensure that all relevant information is included and presented in a logical order. In order to achieve efficient and effective results, instructors need to plan each lesson carefully.

Process

When preparing for the delivery of OJT, instructors should review the Job Task Analysis, associated technical guidance materials, and OJT Training Guidance (Appendix 3).

1. Job Task Analysis

- Review the Job Task Analysis for the task to be presented.
- Gather all needed equipment, hardware, and software.
- Determine if assistance from other sources is needed regarding the task and how it should be performed. If personnel other than an authorized OJT Instructor are used as informational resources, the training should be observed by an authorized OJT instructor to ensure compliance with the training plan and other objectives contained in this Guide.
- Create a specific lesson plan for the training event when necessary to properly organize the training.
- Finalize logistical arrangements for training in the Directorate or off-site as appropriate to the training event.

2. Guidance Materials
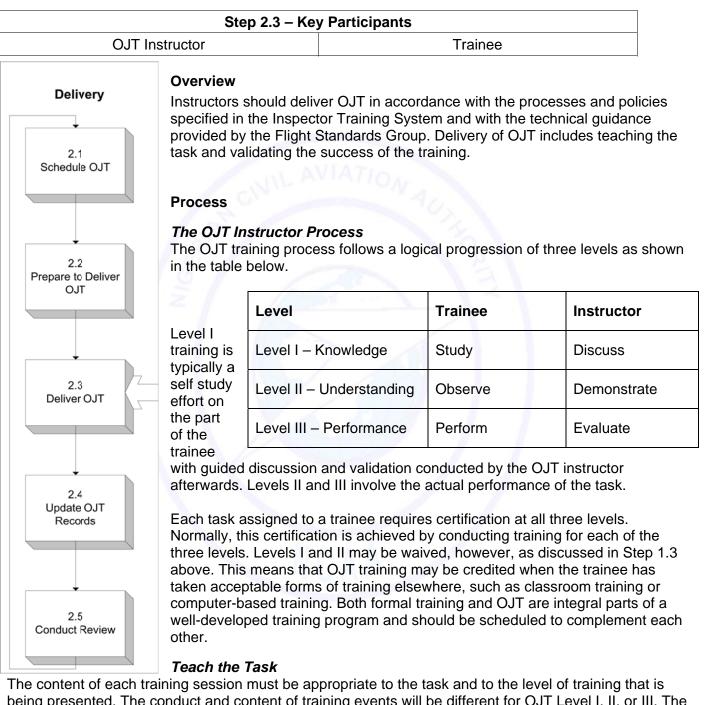
Review all technical guidance material to ensure that the training will be conducted in accordance with current approved procedures. These guidance materials may include such things as orders, handbooks, regulations, ICAO publications and other documents that are relevant to the task.

3. OJT Training Guidance (Appendix 3)

The OJT Training Guidance in Appendix 3 of this Guide provides specific information about each level of training including objectives, delivery techniques, and the validation process. It serves as a concise review and reminder of the OJT process. It can be used as a checklist or Job Aid during the conduct of OJT to ensure that each important point is addressed.

STEP 2.3 – DELIVER OJT

Step 2.3 – Key Participants	
OJT Instructor	Trainee

Delivery

```
2.1
Schedule OJT
    │
    ▼
2.2
Prepare to Deliver
OJT
    │
    ▼
2.3
Deliver OJT
    │
    ▼
2.4
Update OJT
Records
    │
    ▼
2.5
Conduct Review
```

Overview

Instructors should deliver OJT in accordance with the processes and policies specified in the Inspector Training System and with the technical guidance provided by the Flight Standards Group. Delivery of OJT includes teaching the task and validating the success of the training.

Process

The OJT Instructor Process

The OJT training process follows a logical progression of three levels as shown in the table below.

Level I training is typically a self study effort on the part of the trainee

Level	Trainee	Instructor
Level I – Knowledge	Study	Discuss
Level II – Understanding	Observe	Demonstrate
Level III – Performance	Perform	Evaluate

with guided discussion and validation conducted by the OJT instructor afterwards. Levels II and III involve the actual performance of the task.

Each task assigned to a trainee requires certification at all three levels. Normally, this certification is achieved by conducting training for each of the three levels. Levels I and II may be waived, however, as discussed in Step 1.3 above. This means that OJT training may be credited when the trainee has taken acceptable forms of training elsewhere, such as classroom training or computer-based training. Both formal training and OJT are integral parts of a well-developed training program and should be scheduled to complement each other.

Teach the Task

The content of each training session must be appropriate to the task and to the level of training that is being presented. The conduct and content of training events will be different for OJT Level I, II, or III. The OJT training process is presented in detail at the end of this guide in Appendix 3. A typical OJT training event will include some or all of the following activities:

- Establish a training environment
- Develop a rapport with the trainee

- State learning objectives and expected performance outcomes
- Review technical requirements
- Assess the trainee's existing knowledge and skill in performing the task
- Demonstrate tasks
- Motivate the trainee
- Observe the trainee perform the task
- Allow sufficient time for the trainee to practice task
- Ask questions to check for understanding
- Provide explanations
- Review and summarize information
- Provide feedback and evaluate the trainee's performance
- Provide additional training when necessary
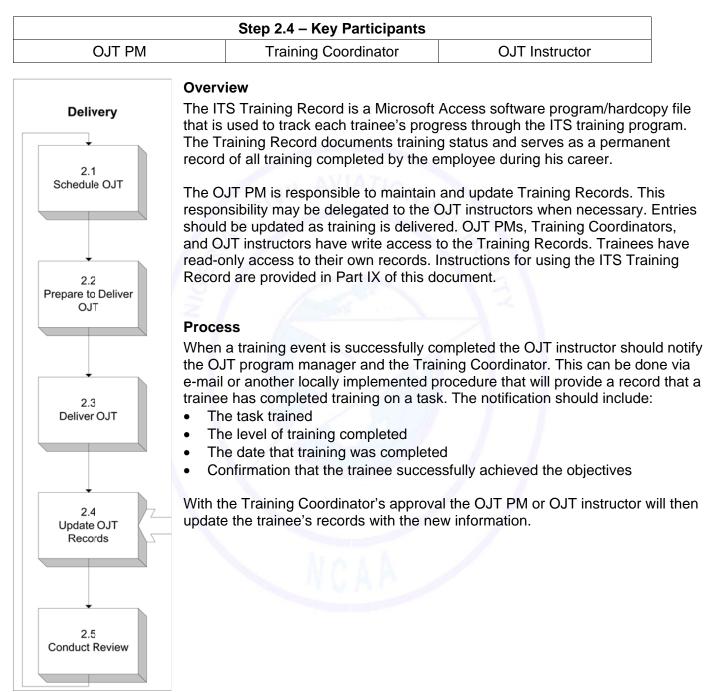
Validate Trainee Achievement of Objectives

At the end of each training session the instructor will validate that the trainee has successfully completed that session before notifying the OJT PM that training is complete. The OJT Training Guidance document in Appendix 3 has a standard assessment process for each OJT Level.

STEP 2.4 – UPDATE OJT RECORDS

Step 2.4 – Key Participants		
OJT PM	Training Coordinator	OJT Instructor

Delivery

2.1
Schedule OJT

2.2
Prepare to Deliver OJT

2.3
Deliver OJT

2.4
Update OJT Records

2.5
Conduct Review

Overview

The ITS Training Record is a Microsoft Access software program/hardcopy file that is used to track each trainee's progress through the ITS training program. The Training Record documents training status and serves as a permanent record of all training completed by the employee during his career.

The OJT PM is responsible to maintain and update Training Records. This responsibility may be delegated to the OJT instructors when necessary. Entries should be updated as training is delivered. OJT PMs, Training Coordinators, and OJT instructors have write access to the Training Records. Trainees have read-only access to their own records. Instructions for using the ITS Training Record are provided in Part IX of this document.

Process

When a training event is successfully completed the OJT instructor should notify the OJT program manager and the Training Coordinator. This can be done via e-mail or another locally implemented procedure that will provide a record that a trainee has completed training on a task. The notification should include:
- The task trained
- The level of training completed
- The date that training was completed
- Confirmation that the trainee successfully achieved the objectives

With the Training Coordinator's approval the OJT PM or OJT instructor will then update the trainee's records with the new information.

STEP 2.5 – CONDUCT REVIEW

Step 2.5 – Key Participants		
OJT PM	Training Coordinator	Trainee

Delivery

- 2.1 Schedule OJT
- 2.2 Prepare to Deliver OJT
- 2.3 Deliver OJT
- 2.4 Update OJT Records
- 2.5 Conduct Review

Overview

A simple review of the trainee's OJT performance should be conducted at the end of each OJT training session.

More in-depth reviews of the trainee's progress in the OJT training program should be conducted quarterly, or as needed. The frequency of these reviews will depend on various factors such as the amount of OJT assigned, problems encountered, and the changing needs of the Directorate. This meeting should be attended by the Training Coordinator, OJT PM, and trainee.

Process

The OJT program manager should schedule a meeting with the trainee and the Training Coordinator. The following areas should be discussed:

- Review of OJT since the last meeting
- Present training status
- Accuracy of completed tasks
- Trainee feedback on the OJT process
- Problems encountered
- Modification of trainee's OJT plan as needed
- Identification of next tasks to be presented
- Identification of opportunities for OJT

If problems are encountered between the trainee and his instructor the OJT PM or Training Coordinator should meet with the instructor to discuss the issues and provide coaching as needed. Assignment of OJT instructors is the responsibility of the Training Coordinator. The OJT PM should record the date of the review meeting in the training record along with any comments if necessary.

15.7   Part VII – Phase 3 – Evaluation

Summary

The diagram below depicts the steps and key participants in the OJT Evaluation Phase. This phase consists of evaluating the effectiveness of the OJT Program. This phase is cyclical in nature and operates as a continuous process of evaluation, communication, and improvement.

Evaluation

Step	Participants
3.1 Evaluate the OJT Program	OJT PM OJT Instructor Trainee Office Manager Front Line Manager Regional Evaluator AFS-500
3.2 Communicate Findings	OJT PM Regional Evaluator AFS-500
3.3 Implement Improvements	OJT PM AFS-500

Step 3.1 – Evaluate the OJT Program

Step 3.1 – Key Participants			
OJT PM	Training Coordinator	Trainee	OJT Instructor
Training Coordinator	FSG Evaluator		

Evaluation

3.1
Evaluate the OJT
Program

3.2
Communicate
Findings

3.3
Implement
Improvements

Overview
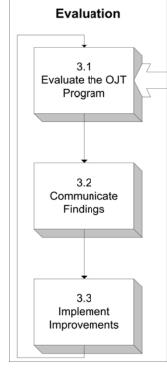
The evaluation phase is a continuous process of analyzing information in order to improve the effectiveness of the training program. Appendix 5 & 6 at the end of this guide present some sample questions that can be used to conduct evaluations of the OJT program at the Directorate.

Process

Directorate
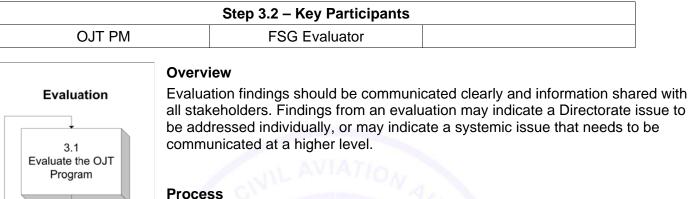
The program should be evaluated by the OJT PM with the input of OJT instructors, trainees, and Training Coordinator. This evaluation should be done at least once a year. The OJT PM will evaluate the OJT program through meetings and observation. The review meeting (See Step 2.5) is one way of determining if the OJT program is working properly. The feedback should be analyzed and suggested changes discussed with the Training Coordinator.

FSG evaluator will also evaluate the program at least once a year by contacting each Directorate to conduct interviews. These evaluations should be conducted even if there are no new hires in the Directorates. On-site visits may be conducted on an as-needed basis.

STEP 3.2 – COMMUNICATE FINDINGS

Step 3.2 – Key Participants		
OJT PM	FSG Evaluator	

Overview

Evaluation findings should be communicated clearly and information shared with all stakeholders. Findings from an evaluation may indicate a Directorate issue to be addressed individually, or may indicate a systemic issue that needs to be communicated at a higher level.

Process

Directorate

The OJT PM is responsible for communicating program suggestions and changes to each Directorate as described in Step 1.2. This can include any recommendations arising from the evaluation.

FSG
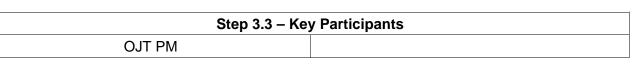
An FSG conference should be scheduled every quarter, or as necessary, to discuss the OJT program. The conference should be attended by OJT Program Managers from each Directorate of the NCAA. The OJT PMs will discuss the status of the program, problems encountered, and suggestions for improvement. The results of these conferences will be provided to Flight Standard Group.

STEP 3.3 – IMPLEMENT IMPROVEMENTS

Step 3.3 – Key Participants	
OJT PM	

Overview

The goal of the evaluation phase is to identify problem areas and to implement improvements. These improvements may include anything from simple changes in the Directorate procedure to systemic changes in NCAA policy. Any changes that affect the processes discussed in this guide should be accompanied by written revision of this guide as appropriate.

Process

The OJT PM is critical in implementing changes as needed to ensure the Directorate develops the skills and capabilities it needs. The OJT PM will develop an implementation plan for needed improvements, answering the following types of questions:

- What improvements are needed to the OJT Program?
- What are the benefits of these improvements?
- What are the competing needs?
- Do these improvements affect national standards and policies?
- What approvals are needed?
- What funding is needed? Who will provide this funding?
- What is the plan for implementing improvements?
- Who is responsible for carrying out the improvements?
- What is the estimated timeline?

15.8   PART VIII – HOW PEOPLE LEARN

SUMMARY
This section of the OJT Guide provides a brief discussion of how people learn. A basic understanding of learning theory is essential to the instructional process. In order to produce an efficient and cost effective training program, OJT Program Managers and Instructors must incorporate this information into the training process.

WHAT IS LEARNING?

There are several leading theories of how people learn. Each of them provides different definitions for what learning is.

Behaviorist Theory: Behaviorism focuses on observable behavior rather than non-observable mental events. It suggests learning is a relatively permanent change in behavior due to experience. The learner must be engaged in the behavior in order to learn.

Behaviorism defines *learning* as: "A change in human disposition or capability that persists over a period of time and is not simply ascribable to processes of growth." Under Behaviorist theory, *learning* is seen as a change in behavior.

Cognitivist Theory: Cognitivism focuses on the internal mental events. Cognitivism considers how people perceive, interpret, remember and think about the environmental events they experience. It suggests learning occurs when information is mentally processed and the structure of learner's knowledge changes.

Under Cognitivist theory learning is defined as: "A relatively permanent change in a person's knowledge or behavior due to experience. This definition has three components: (1) the duration of the change is long-term rather than short-term; (2) the locus of the change is the content and structure of knowledge in memory or the behavior of the learner; (3) the cause of the change is the learner's experience in the environment rather than fatigue, motivation, drugs, physical condition, or physiological intervention."
Under Cognitivism *learning* is a process that takes place inside a person's head. This process enables organisms to modify their behavior fairly rapidly in a more or less permanent way.

Technology fields generally favor the behaviorist theory. Particularly in aviation where learning is expected to produce a persisting change in human performance. Learning is the pathway to **doing**. If an instructor teaches something and nothing changes, no learning took place.

Both the behaviorist and the cognitive approaches are useful learning theories. A reasonable way to plan, manage, and conduct aviation training is to include the best features of each major theory. This provides a way to measure behavioral outcomes and promote cognitive learning. Another interesting aspect of learning is that it is also learnable. People can improve their ability to learn.

THE LEARNING PROCESS

PRINCIPLES OF LEARNING

Today we realize that learning is not pouring facts into heads. Rather, learning is an interaction between what is incoming and what is already there. Learning is rewiring the brain by sculpting new pigeonholes and adding connections.

"Knowledge is constructed, not transferred. It's built out of known chunks. It's always linked to the situation, thus 'situated.' Skills and knowledge do not exist outside of context. Everything is connected, in mental, physical, or social space." Peter Senge, *Schools That Learn.*

There are four important principles that affect the learning process. For training to be effective, we must recognize and incorporate these four principles:

1. Learning occurs in context
    Learning must happen within certain context. Without an appropriate setting, learning is unlikely to succeed.

2. Learning is active
    "Tell me, I forget. Show me, I remember. Involve me, I understand." This Chinese proverb suggests that learners have to be mentally active during learning activities, make connections between the new knowledge and existing knowledge, and construct meaning from their own experiences.

3. Learning is social
    Learners benefit from working collaboratively in groups so that they can hear different perspectives and accomplish the learning tasks with the help of their peers and experts.

4. Learning is reflective
    Learning is facilitated when learners are given chances to express and evaluate their own thinking.

LEARNING STYLES

Learning styles refers to the ways that learners perceive and process information. There are three generally recognized learning styles:

1.   Visual: Visual learners learn by seeing and looking.
2.   Auditory: Auditory learners learn by hearing and listening.
3.   Kinesthetic: Kinesthetic learners learn by touching and doing.

Learning results from stimulation of the senses. In some people, one sense is used more than others to learn or recall information. Different instructional strategies should be utilized to take advantage of different learning styles. Instructors should present materials that stimulate as many senses as possible in order to increase their chances of teaching success.

LEARNING STRUCTURE

The modern learning process for adult learners can be stated as follows:

Attention makes us receptive to information, which we process together with prior experience, until we arrive at conclusions and understanding, which we then apply and test for confirmation.

As you can see this process has five parts.

1. ATTENTION
The first thing an instructor should do is get the learner's attention. You could tell a joke, which is a proven attention-getter. But more importantly, instructors must help the learner understand why today's training is important to them. Why should the learner work hard to master the training? When you can answer that, you are well on your way.

2. INFORMATION
Since most groups of adults have a variety of learning styles, the training information needs to be presented in a variety of ways. Use written words, visuals, audio, live action, practice, etc. There needs to be a mixture within every session. If that were not the case, if everyone learned the same way, we could just give everyone a book and be done with it.

3. PROCESS WITH PRIOR EXPERIENCE
All adults compare new information with their previous knowledge and experience. As a trainer you need to give learners the chance to reflect, question, and compare. Perhaps you could use small group discussions to give learners the chance to draw from their past and link it to the information. A smart instructor builds this step into the program, because the learners are going to do it anyway. How many times have you heard learners say things like: "This isn't the way we did it before." "When I worked at Freddie's Fish House we did it this way." "I just wasn't raised to see things this way." It makes common sense that an instructor will allow the learners to discuss these thoughts in an open and supportive way.

4. CONCLUSIONS AND UNDERSTANDING
It is the learner's job to draw conclusions for themselves about how the training will be used. All learners have their own unique perspective, experience, and learning style, and that will affect how they finally understand the training. The instructor's job is to help the learners move through the material in an orderly and effective way, giving them time to practice new skills, and draw their own conclusions.

5. APPLICATION AND TESTING
After training is over, the trainees will go back to work and try to decide if the information they received in training is worthwhile or not. They will accomplish this by themselves, with no instructor looking over their shoulder, no flip charts, no videos, no prizes, and no doughnuts. The trainee will experiment, test, and ultimately accept or reject the training. There is nothing the instructor can do to stop them. So, the effective instructor builds this into the program. Encourage learners to experiment. During the follow-up phase of the program, the instructor can check on the experimentation and the eventual application of the training.

INSTRUCTOR TECHNIQUES

There are four important techniques that can enhance our ability as instructors. These critical elements of learning must be incorporated into our teaching methods to ensure that participants learn effectively. These elements are:

- **Motivation**
- **Reinforcement**
- **Retention**
- **Transference**

Motivation: If the student does not recognize the need for the information (or has been offended or intimidated), all of the instructor's effort to assist the participant to learn will be in vain. The instructor must establish rapport with participants and prepare them for learning in order to properly motivate them.

What motivates adult learners? Typical motivations include a requirement for competence or licensing, a new promotion, job enrichment, a need to maintain old skills or learn new ones, a need to adapt to job changes, or the need to learn in order to comply with company directives.

The following factors serve as sources of motivation for adult learning:
Social relationships: to make new friends, to meet a need for associations and friendships.
External expectations: to comply with instructions from someone else; to fulfill the expectations or recommendations of someone with formal authority.
Social welfare: to improve ability to serve mankind, prepare for service to the community, and improve ability to participate in community work.
Personal advancement: to achieve higher status in a job, secure professional advancement, and stay abreast of competitors.
Escape/Stimulation: to relieve boredom, provide a break in the routine of home or work, and provide a contrast to other exacting details of life.
Cognitive interest: to learn for the sake of learning, seek knowledge for its own sake, and to satisfy an inquiring mind.

The best way to motivate adult learners is simply to *enhance* their reasons for taking the training and *decrease* any barriers. Instructors must learn why their students are enrolled and use this information to plan their motivating strategies. A successful strategy includes showing adult learners the relationship between training and job success.

Without proper motivation learning cannot take place. Instructors can motivate students via several means:

Set a feeling or tone for the lesson. Instructors should try to establish a friendly, open atmosphere that shows the participants they will help them learn.

Set an appropriate level of concern. The level of tension must be adjusted to meet the level of importance of the objective. If the material has a high level of importance, a higher level of tension/stress should be established in the class. However, people learn best under low to moderate stress; if the stress is too high, it becomes a barrier to learning.

Set an appropriate level of difficulty. The degree of difficulty should be set high enough to challenge participants but not so high that they become frustrated by information overload. The instruction should predict and reward participation, culminating in success.

In addition, participants need specific knowledge of their learning results (*feedback*). Feedback must be specific, not general. Participants must also see a *reward* for learning. The reward does not necessarily have to be monetary; it can be simply a demonstration of benefits to be realized from learning the material. Finally, the participant must be interested in the subject. Interest is directly related to reward. Adults must see the benefit of learning in order to motivate themselves to learn the subject.

Reinforcement. Reinforcement is a very necessary part of the teaching/learning process; through it, instructors encourage correct modes of behavior and performance.

Positive reinforcement is normally used by instructors who are teaching participants new skills. As the name implies, positive reinforcement is "good" and reinforces "good" (or positive) behavior.

Negative reinforcement is normally used by instructors teaching a new skill or new information. It is useful in trying to change modes of behavior. The result of negative reinforcement is *extinction* -- that is, the instructor uses negative reinforcement until the "bad" behavior disappears, or it becomes extinct.

When instructors are trying to change behaviors (old practices), they should apply both positive and negative reinforcement.

Reinforcement should be part of the teaching-learning process to ensure correct behavior. Instructors need to use it on a frequent and regular basis early in the process to help the students retain what they have learned. Then, they should use reinforcement only to maintain consistent, positive behavior.

Instructors must remember that learning occurs within each individual as a continual process throughout life. People learn at different speeds and in different ways, so it is natural for them to be anxious or nervous when faced with a learning situation. Positive reinforcement by the instructor can enhance learning, as can proper timing of the instruction.

Retention. Students must retain information from classes in order to benefit from the learning. The instructors' jobs are not finished until they have assisted the learner in retaining the information. In order for participants to retain the information taught, they must see a meaning or purpose for that information. The must also understand and be able to interpret and apply the information. This understanding includes their ability to assign the correct degree of importance to the material.

The amount of retention will be directly affected by the degree of original learning. Simply stated, if the participants did not learn the material well initially, they will not retain it well either.

Retention by the participants is directly affected by their amount of practice during the learning. Instructors should emphasize retention and application. After the students demonstrate correct (desired) performance, they should be urged to practice to maintain the desired performance. Distributed practice is similar in effect to intermittent reinforcement.

Transference. Transfer of learning is the result of training -- it is the ability to use the information taught in the course but in a new setting. As with reinforcement, there are two types of transfer: *positive* and *negative*.

Positive transference, like positive reinforcement, occurs when the students use the behavior taught in the course.

Negative transference, again like negative reinforcement, occurs when the participants do not do what they are told not to do. This results in a positive (desired) outcome.

Transference is most likely to occur in the following situations:

Association -- participants can associate the new information with something that they already know.

Similarity -- the information is similar to material that participants already know; that is, it revisits a logical framework or pattern.

Degree of original learning -- participant's degree of original learning was high.

Critical attribute element -- the information learned contains elements that are extremely beneficial (critical) on the job.

ADULT LEARNING

Part of being an effective instructor involves understanding how adults learn best. Compared to children and teens, adults have special needs and requirements as learners. Despite the apparent truth, adult learning is a relatively new area of study. The following seven characteristics of adult learners have been identified:

Adults are *autonomous* and *self-directed.* They need to be free to direct themselves. Their teachers must actively involve adult participants in the learning process and serve as facilitators for them. Specifically, they must get participants' perspectives about what topics to cover and let them work on projects that reflect their interests. They should allow the participants to assume responsibility for presentations and group leadership. They have to be sure to act as facilitators, guiding participants to their own knowledge rather than supplying them with facts. Finally, they must show participants how the class will help them reach their goals (e.g., via a personal goals sheet).

Adults have accumulated a foundation of *life experiences* and *knowledge* that may include work-related activities, family responsibilities, and previous education. They need to connect learning to this knowledge/experience base. To help them do so, they should draw out participants' experience and knowledge which is relevant to the topic. They must relate theories and concepts to the participants and recognize the value of experience in learning.

Adults are *goal-oriented*. Upon enrolling in a course, they usually know what goal they want to attain. They, therefore, appreciate an educational program that is organized and has clearly

defined elements. Instructors must show participants how this class will help them attain their goals. This classification of goals and course objectives must be done early in the course.

Adults are *relevancy-oriented*. They must see a reason for learning something. Learning has to be applicable to their work or other responsibilities to be of value to them. Therefore, instructors must identify objectives for adult participants before the course begins. This means, also, that theories and concepts must be related to a setting familiar to participants. This need can be fulfilled by letting participants choose projects that reflect their own interests.

Adults are *practical*, focusing on the aspects of a lesson most useful to them in their work. They may not be interested in knowledge for its own sake. Instructors must tell participants explicitly how the lesson will be useful to them on the job.

As do all learners, adults need to be shown *respect*. Instructors must acknowledge the wealth of experiences that adult participants bring to the classroom. These adults should be treated as equals in experience and knowledge and allowed to voice their opinions freely in class.

Adults have *feelings*. Adults usually manage to look calm and rational, especially at work, but the prospect of training can stir deep feelings. When dealing with adult learners it is important to address the feelings the learners may have. These could include anger, anxiety, depression, embarrassment, excitement, fear, frustration, happiness, and resentment. If these emotions are not considered they may become barriers to the learning process. It makes sense, then, that a good instructor will plan for the emotions that accompany learning, and create an environment that encourages, welcomes, and rewards the sharing of feelings.
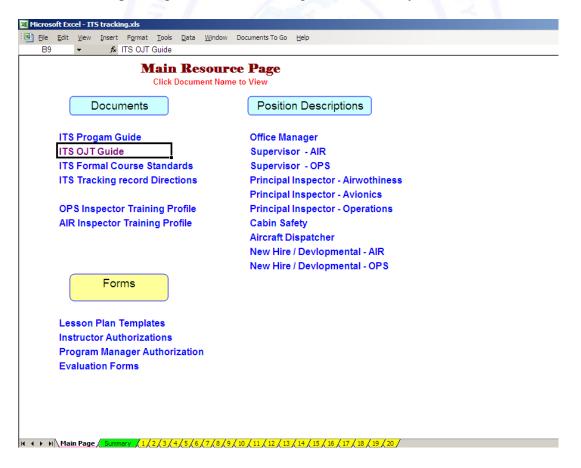
15.9 PART IX – ITS TRAINING RECORD

Summary

The *ITS Training Record* is a computer software program in the form of a Microsoft Access database/hardcopy file that is used to record all training completed in the ITS. Instructions for using the software are found below. When creating an individual OJT plan for a trainee, see also Part V, Step 1.3, item 6.

In addition to the tracking function, the Training Record also includes a *Main Resource Page*. This page contains hyperlinks to every document in the ITS system, providing quick and easy access to information as you need it. Each inspector training record also contains hyperlinks to the individual ITS Job Tasks and Formal Course Standards. These documents can be easily accessed by clicking the appropriate ITS Job Task number or Formal Training Course title.

Main Resource Page

Click the Title corresponding to the information, guides, or forms you want.

Inspector Training Worksheet

Use this sheet to record the Safety Inspectors Information and to enter the "Planned Start Dates" for each OJT Task. If a task is not used enter "N/A" in the Planned Start Date block for that item. Select ASI discipline.

Summary Graphs

Show Total Tasks completed and percentage of tasks complete in each OJT Level Completed for the Inspector.

OJT Data Entry

As an OJT level is completed enter the Level 1, 2, or 3 Complete Date and Instructor Initials in the appropriate blocks. Comments are entered as needed and the cell will expand to accommodate several sentences. When an ITS task is completed, the Training Coordinator or designee initials the appropriate ITS task block.

Formal Completion Date Block

The Formal Course Completion block autofills from the Formal Training Record. When the line is completely filled in "**Incomplete**" changes to "**Done.**"

Print Buttons

The Formal Training Record and the OJT tracking Record may be printed separately or as one complete document using the buttons below.

Formal Training Button

Takes you to the "Formal Training Tracking Record

Quarterly Review

Click button to take you to the Quarterly Review date entry section of the spreadsheet.

Quarterly Training Review

Enter date of the last quarterly review in this portion of spreadsheet.

Formal Training Course Record

Course titles and numbers are preset for standard formal courses. Enter the completion date of a course and the date will auto fill in the ITS OJT spreadsheet.

Other Courses

Additional courses can be entered below the standard formal courses.

Summary Page

Gives the supervisor an Overview of the completion status of each ASI enrolled in an OJT program.

Graphical view of ITS OJT completions

Sort buttons to review Task completions, by unit, person, completions or percentages

NCAA Logo

Nigeria Civil Aviation Authority
Flight Standards Group

Memorandum

Date: <Date>
From: Training Coordinator
To: <Inspector Name>, <Office Name>
Subject: Action: OJT Instructor

You are hereby designated as an On-the-Job Training (OJT) Instructor for the <Your Directorate of Name>, effective <Date>.

Your duties and responsibilities are as follows:

- All training is to be accomplished in accordance with Nigerian CARs and the requirements and procedures specified in the Inspector Training System (ITS).
- Create an objective, constructive, and patient learning environment to support the training process.
- Provide structured and well-planned OJT training with clearly stated objectives and expected standards of performance.
- Make fair and accurate assessments of trainee knowledge and skill on specific tasks.
- Communicate regularly with the Training Coordinator, General Manager, and OJT Program Manager about trainee progress and problems.
- Notify management when a trainee has successfully accomplished all elements of OJT on a particular Job Task and is now ready to accomplish that task without further assistance.
- Offer constructive suggestions and recommendations to improve the OJT process.

NCAA Logo

Nigeria Civil Aviation Authority
Flight Standards Group

Memorandum

Date: <Date>
From: Training Coordinator
To: <Inspector Name>, <Office Name>
Subject: Action: OJT Program Manager

You are hereby designated as an On-the-Job Training (OJT) Program Manager for the <Directorate of Name>, effective <Date>.

Your duties and responsibilities are as follows:

- Ensure that OJT program implementation is consistent with national policies and the requirements and procedures specified in the Inspector Training System.
- Effectively manage the OJT program in the Directorate.
- Facilitate the resolution of problems or issues that may impede the effective delivery of OJT.
- Make fair and accurate assessments of trainee knowledge and skill on specific tasks.
- Participate in quarterly FSG conference with other OJT managers to discuss the status of the OJT program and make recommendations for improvement.
- Assist the Training Coordinator to identify additional tasks in the Directorate that should be included in the OJT process.
- Set-up and maintain individual Training Records to certify training status and completion.
- Recommend OJT Instructor candidates to the Training Coordinator.
- Monitor OJT instructor performance and provide coaching on effective methods and techniques.

Training Guidance
Conducting On-the-Job Training (OJT) – Levels I, II, & III

Prior to conducting training for any level of OJT, the instructor should obtain the associated Job Task Analysis (JTA) document to use along with this Training Guidance. The JTAs provide the references, steps, and standards for performing the task.

OJT is presented in three stages or Levels of learning. Level I is basic background and knowledge of a task. Level II is a further understanding of the function and conduct of the task, including observation or assistance of the task being performed. Level III is where trainees actually perform the task themselves. These three levels provide for a progressive and structured field training experience for anyone who has a need to learn a new job task.

Level I **Knowledge** Trainee: Study Instructor: Discuss	→	**Level II** **Understanding** Trainee: Observe/Assist Instructor: Demonstrate	→	**Level III** **Performance** Trainee: Perform Instructor: Evaluate

This Training Guidance document should be used by OJT Instructors to conduct OJT in a consistent manner from task to task. It provides guidance on the delivery of training for all three levels. It also presents a standardized way to validate learning and competency at all three levels so that the task can be signed off by the Training Coordinator when completed.

The following are some general tips you can use when planning OJT training:

- OJT training levels I and II may be covered in the same session.
- OJT Instructors should allow sufficient time between Levels II and III for the trainee(s) to practice the task, since they will be required to perform it on their own for Level III.
- With the consent of the Training Coordinator, prior experience or completion of other approved training may be credited for the first two levels of OJT (See the OJT Guide, Step 1.3 – Develop Individual OJT Plans).

OJT – Level I

Purpose of Level I training:
Level I training is focused on the knowledge required for the task. The knowledge is contained in orders, rules, guidance, and standards documents.

Level I Performance Objectives
Following Level I training the trainee will be able to:
- Identify appropriate materials associated with the task
- Define key terms and definitions associated with the task
- Explain how the task is initiated
- Explain all possible task outcomes
- Describe how the task is closed and documented

Steps for Conducting Level I:
The accomplishment of Level I will include a review of appropriate regulations, guidance, and forms required for the task as found in the Job Task Analysis documents. This may be done in one of the following ways:
- Give the trainee the JTA document for the task and have him/her gather and study the relevant guidance materials.
- When two or more trainees are being trained at the same time on the same task, have the trainees research and review the guidance together.

After the self-study portion has been completed by the trainee, you (the instructor) will review and discuss the materials with the trainee.

- Put the trainee at ease by establishing rapport
- Review the purpose for Level I training
- Discuss the relevant documents
- Find out what the trainee already knows about the task
- Review the prerequisites (if any)
- Review the steps for conducting the task
- Review the performance objectives for the task
- Ask and answer questions
- Conduct a Level I validation before certifying completion

Validating Level I

To Validate Level I OJT, the trainee must have an acceptable response to the measurements below (unless the item is not applicable to the task).

	n/a	Unacceptable		Acceptable	
Trainee can identify appropriate materials associated with the task (rules, orders, forms, equipment, etc.).		Cannot identify materials	Identifies some materials	Identifies most materials	Identifies all materials
Trainee can define key terms and definitions associated with the task.		Cannot define terms	Defines some terms	Defines most terms	Defines all terms
Trainee can explain how the task is initiated.		Cannot explain sources for initiating task	Explains some sources for initiating task	Explains most sources for initiating task	Explains all sources for initiating task
Trainee can explain the Task Outcome(s) (e.g., certificate and/or Ops Specs issuance, approval/disapproval).		Cannot explain task outcomes	Explains some possible task outcomes	Explains most possible task outcomes	Explains all possible task outcomes
Trainee can describe how the task is closed and documented in the work tracking record, operator file, etc.).		Cannot explain task documentation		Describes methods or forms for documentation	Describes methods or forms for documentation

OJT – Level II

Purpose of Level II training:

Level II training consists of a demonstration of the job task by the instructor. Each step and procedure will be included. The trainee will observe the instructor, and/or assist if able.

Level II Performance Objectives

Following Level II training the trainee will be able to:

- Describe the sequence of steps to accomplish the task

- Describe how appropriate guidance materials and equipment are used to accomplish the task

- Describe interactions with other NCAA personnel that are required to accomplish the task

- Describe coordination that is required with the air operator to accomplish the task

Steps for Conducting Level II:

To begin:

- Gather any materials needed to perform the task. (The trainee may also do this)

- Review the performance objectives for the task and the purpose for Level II training

- Review what was covered in Level I training

The accomplishment of Level II will include a demonstration of the task itself. Do the following as you conduct this training:

- Solicit any questions about the task before you begin

- Determine if it will be appropriate for the trainee to assist you in the task, or whether he will simply observe you doing the task. This is based upon the specific task and the comfort level of the trainee.

- Be sure that the environment is conducive to learning. For example, if you are performing the task in the field, can the trainee sufficiently see and hear you?

- Explain what you are doing as you accomplish each step of the task

- Ask the trainee for the next steps as you demonstrate the task

- Ask questions about how each step is performed

- Conduct a Level II validation before certifying completion

For tasks that are largely document based, actual demonstration may not be applicable. In that case, Level II training may be based on review and discussion of sample or previously completed documents. For example, when conducting Level II training to review a manual, you could have the trainee review a manual that has already been reviewed by an experienced ASI, and then comparing the two reviews.

Validating Level II

To Validate Level II OJT, the trainee must have an acceptable response to the measurements below (unless the item is not applicable to the task).

	n/a	Unacceptable		Acceptable	
Trainee can describe the sequence of steps to accomplish the task.		Cannot describe the sequence of steps	Describes some step sequence	Describes most step sequence	Describes step sequence accurately
Trainee can describe how appropriate materials such as forms and equipment are used to accomplish the task		Cannot describe use of materials	Describes some use of materials	Describes most use of materials	Describes proper material use accurately
Trainee can describe interactions with other CAA personnel required to accompolish the task.		Cannot describe interactions among CAA personnel	Describes some interactions accurately	Describes most interactions accurately	Describes all possible interactions accurately
Trainee can describe coordination with operator that is required to accompolish the task.		Cannot describe operator coordination	Explains some operator coordination	Explains most operator coordination	Explains all operator coordination accurately

OJT – Level III

Purpose of Level III training:

Level III training consists of the trainee performing the task independently and accurately while the OJT Instructor observes. The trainee may need more than one attempt to complete the task successfully. After each attempt, the instructor should provide feedback and suggestions for improvement for the next time.

Level III Performance Objectives

Following Level III training the trainee will be able to:

- Demonstrate sufficient knowledge to accurately complete the task
- Demonstrate all steps necessary to proficiently complete the task
- Complete steps in the proper order
- Perform the task in a timely manner and without assistance

Steps for Conducting Level III:

To begin:

- Review what was covered in Level II training
- Review the performance objectives for the task and the purpose for Level III training
- Ask the trainee if he/she has all of the materials necessary to perform the task
- Explain expectations – that the trainee will complete the task accurately and without assistance

During Level III training the trainee will demonstrate the task and the instructor will observe and evaluate. Use the following guidelines as the trainee performs the task:

- Use the JTA and other guidance materials to check the steps as you observe
- Assist only if the task normally requires two people. Do not offer assistance!
- Circle omitted or incorrect steps to discuss with the trainee when the task is complete
- STOP for unsafe or illegal actions and discuss with the trainee immediately
- Conduct a Level III validation before certifying completion

Some tasks may occur infrequently or may not allow observation, such as when conducting an Enroute Inspection. In those cases, an evaluation may be conducted during a simulation of the task. The environment, conditions, equipment, and performance of the task should be as near as possible to "real life."

Validating Level III

To Validate Level III OJT, you (the instructor), must be able to answer "Yes" to all of the questions shown below.

	Yes	No
Did the trainee demonstrate sufficient knowledge to accurately complete the task?	☐	☐
Did the trainee demonstrate all steps necessary to proficiently complete the task?	☐	☐
Were the steps completed in the proper order?	☐	☐
Did the trainee perform the task in a timely manner and without assistance?	☐	☐

OJT LESSON PLAN

Task Name:	
Task Number:	
Occupational Specialty:	
Date Prepared:	
Estimated Time:	

Training Aids:

References:

Required Forms:

Available Job Aids:

Audio-Visual Presentations:

Other Aids: (e.g., chart paper, simulator, etc.)

Equipment and supplies required for the OJT task:

Computer File Names:

Lesson Plan   **OJT Lesson Plan Template.doc**

PowerPoint Presentation

External Handouts

Other

Appendix 5: OJT Evaluation Questions – Trainee

1. What do you like best about the OJT Program?

_____
_____
_____

2. What do you think could be improved in the OJT Program?

_____
_____
_____

3. Is the OJT Guide being followed? Yes ☐   No ☐   Don't know ☐
   What part(s) is/are not being followed and why? _____

_____
_____
_____

4. What is the most time-consuming aspect of OJT for you and why?_____

_____
_____
_____

   Is it time well spent? Yes ☐   No ☐   Don't know ☐

5. Did you have an opportunity to give open feedback to your supervisor about your OJT?
   Yes ☐   No ☐

6. Did you have a clear understanding of the objectives for your OJT tasks? Yes ☐   No ☐

7. Was your learning environment free from distractions? Yes ☐   No ☐

8. Did your instructor provide the necessary assistance to help you achieve the objectives?
   Yes ☐   No ☐

9. Do you feel confident that you met the objectives during you OJT? Yes ☐   No ☐

10. Have you received sufficient support from your Office Manager during OJT? Yes ☐   No ☐

Comments

_____
_____
_____
_____
_____

Appendix 6: OJT Evaluation Questions – OJT Instructor, OJT PM, Training Coordinator

1. What do you like best about the OJT Program?

_____
_____
_____

2. What do you think could be improved in the OJT Program?

_____
_____
_____

3. Is the OJT Guide being followed? Yes ☐   No ☐   Don't know ☐
   What part(s) is/are not being followed and why? _____

_____
_____
_____

4. What is the most time-consuming aspect of OJT for you and why?_____

_____
_____
_____

   Is it time well spent? Yes ☐   No ☐   Don't know ☐

5. Do you find yourself needing to use the expertise of other personnel to deliver OJT? Yes ☐   No ☐
   How, and for what subjects? _____

_____
_____
_____

6. What kind of planning activities do you do to prepare to deliver an OJT session?

_____
_____
_____

7. Does your office have a sufficient number of instructors? Yes ☐   No ☐
   Why, or why not? _____

_____
_____
_____
_____
_____
_____

CHAPTER 12
EXEMPTIONS FROM REGULATORY REQUIREMENTS

1.0   PURPOSE

This chapter is issued to define parameters on how the Authority's opinion is formed, and against what criteria, in granting exemptions from regulatory requirements and to ensure the exemption process is equitable to all those who come forward with a request, while simultaneously ensuring the best interests of the public are protected.

2.0   REFERENCE

2.1   Part 1.4 of the Nigerian Civil Aviation Regulations

2.2   Form AC-GEN012

3.0   GENERAL

3.1   This chapter contains:

3.1.1   Definitions and a general overview of the exemption process

3.1.2   Procedure for issuing an exemption

3.1.3   Roles and Responsibilities of parties involved in exemption process

3.1.4   Information about the preparation of the exemption document

4.0   DEFINITION AND ABBREVIATIONS

(a)   Exemption—An exemption entitles a person to act outside the normal regulatory requirements.

(b)   Public interest—The concept of public interest has no fixed meaning in law and its scope may be broadened or narrowed according to the circumstances. It is clear, however, that the simple protection of a "private interest" will not satisfy the public interest test. Consideration must be given to how the exemption will impact on other members or segments of the regulated community as well as on the public at large. (Please refer to Paragraph 5.0 for factors to consider in the determination of "public interest" during the decision-making process of whether to grant or deny an exemption request.)

(c)   Aviation Safety—Any exemption issued under Part 1.4 of the Nig. CARs must be such that it is not likely to reduce the level of aviation safety afforded by the regulation to which the exemption applies.

(d) The 2-fold test—The test for assessing the merits of an exemption request therefore is two-fold:

> a)   Is it in the public interest?

> b)   Is it not likely to affect aviation safety?

> Each question stands on its own and must be addressed independently of the other by the applicant and the inspector handling the exemption. In other words, the results of the test must be that the exemption is in the public interest and is not likely to affect aviation safety.

> In most cases, exemptions are issued only in exceptional circumstances and may be granted only after a thorough analysis is conducted on the impact the granting of the exemption may have on aviation safety. An equivalent level of safety is established through the development of terms and conditions that will provide alternate requirements or procedures to ensure any safety concerns are satisfied and safety is not compromised. In this regard, consideration should be given to any pending amendments to the regulation as well as the terms and conditions of previously issued exemptions.

(e) NCAA—means Nigerian Civil Aviation Authority

5.0   PROCEDURE FOR ISSUING EXEMPTIONS

5.1   Step 1: Applicant Exemption Request

5.2   The applicant must make own case sufficiently compelling against the 2-fold test to justify the exemption request being granted.

1. Provide letter of Exemption Request.

2. Complete Exemption Request Form.

3. Make compelling case why the exemption should be granted.

4. Do this by addressing the 2 fold test and demonstrate by providing supporting argument on the following criteria:

   a) How the exemption would be in the public interest and benefit the public as a whole; and

   b) How the exemption would not affect aviation safety.

5. Propose conditions to which the exemption would be subject that could mitigate any potential risk from being exempt from any regulatory requirement, and ensure that aviation safety would not be affected.

6. give detailed description of the alternative means by which the applicant will ensure a level of safety equivalent to that established by the Regulation in question.

7. provide a review and discussion of any known safety concerns with the requirement, including information about any relevant accidents or incidents of which the applicant is aware.

8. If the applicant seeks to operate under the proposed exemption outside of Nigerian airspace, the application must also indicate whether the exemption would contravene any provision of the Standards and Recommended Practices of the International Civil Aviation Organisation (ICAO).

9. Include fee in the amount required by Nig. CARs Schedule of Fees

5.3 Step 2: Exemption Request Technical Evaluation

The panel of Aviation Safety Inspectors (ASIs) must assess whether the applicant was able to successfully argue its case against the criteria set out in the 2 fold test.

1. Review exemption request material to ensure all necessary documentation has been provided. If not, await its provision before proceeding with the assessment.

2. Follow the process outlined in the Exemption Process (flow chart) and the Technical Evaluation paper.

3. Conduct the 2 fold test and assess whether the supporting argument provided by the applicant making the exemption request in fact demonstrates that the exemption, if granted, will be:

   a) in the public interest and benefit the public as a whole; and

   b) not affect aviation safety as contained in Nig. CARs Part.

4. Make a determination that after a technical evaluation that the applicant's proposal would provide a level of safety equivalent to that established by the Regulation;

   (i) If it appears to the inspector(s) that a technical evaluation of the request would impose a significant burden on the Authority's technical resources, the inspector (s) may recommend a denial of

5.   Make a determination, if the applicant seeks to operate under the exemption outside of Nigerian airspace, of whether a grant of the exemption would contravene the applicable ICAO Standards and Recommended Practices.

6.   Carry out an evaluation of comments received from interested parties concerning the proposed exemption.

7.   Make a recommendation, based on the preceding elements, of whether the request should be granted or denied, and of any conditions or limitations that should be part of the exemption

5.4   Step 3: Exemption Disposition

Decide on the basis of the assessment findings completed in accordance with the 2-fold test whether or not to grant or refuse the exemption request.

1.   If the exemption request is refused, inform the applicant of the decision by letter and publish a detailed summary of the technical evaluation and decision to deny the request

2.   If granted, finalize the conditions to which the exemption would be subject and proceed with the remainder of the exemption-granting process as described in more detail in the Exemption process (Figure 1: The Exemption Process flow chart). Note: A detailed summary of the technical evaluation and decision to grant the request must be published. The summary shall specify the duration of the exemption and any conditions or limitations to the exemption.

3.   If the request is for emergency relief, the application shall be published along with the Authority's decision as soon as possible after processing the application

5.5   Step 4: Legal Review of Exemption Document

1.   The Technical Evaluation Paper, Exemption Request Form, and draft exemption must first be signed off by the Lead Aviation Safety Inspector and the prior to the Legal Adviser review.

2.   Forward to Legal Adviser the Technical Evaluation Paper, attached Exemption Request Form, the draft exemption document, together with all of the supporting for review.

3. Once the Legal Adviser has finalized the exemption document, the package is submitted for the Director General's signature, complete with memorandum from the functional Director to the Director General explaining the need for the exemption, Technical Evaluation Paper, and exemption document. All relevant Aviation Safety Inspectors (if appropriate) and the Legal Adviser must sign-off the documents before final signature by the Director General (N.B. the Legal Adviser signs off last before being forwarded by the functional Director to the Director General.)

Emergency Processing of Exemption Request

An applicant who seeks emergency processing of an exemption request must submit the application which must contain supporting facts and reasons why the application was not timely filed, and the reason(s) it is an emergency. The responsible director will urgently set up a panel of ASIs who will process the request and the panel of ASIs may deny an application if they find that the applicant has not justified the failure to apply in a timely fashion.

FIGURE 1 - THE EXEMPTION PROCESS (FLOW CHART)

Operators (Exemption Request)

Director General NCAA

Request sent to Directorate of functional responsibility

Exemption Criteria
- Is it in Public Interest?
- Will it not affect aviation safety?

ASI administers test

Exemption for commercial purpose where potential for unfair economic advantage:
- of one company over another; or
- foreign air carrier over a Nigerian air carrier; or
- other situation where there is a national policy concern

Is Request acceptable

No — Advise Client with rationale for denial

Conditions Ensure
- Exemption is in Public Interest; and
- technical requirements are specified to ensure exemption will not affect aviation safety.

Yes

Develop Exemption Conditions

ASI forwards first draft to LA for discussion & legal vetting with appropriate management sign-off

ASI Completes and Forwards documentation to Legal Adviser

- Exemption request form;
- draft Exemption document;
- Assessment Paper; and
- supporting file to LA

LA completes review & signs-off

Exemption signed by Director General

Send Exemption to Client

6.0   ROLES AND RESPONSIBILITIES OF PARTIES INVOLVED IN EXEMPTION
        PROCESS.

I.   Applicant Making Exemption Request.

II.   Directorate of Functional Responsibility.

III.   Legal Adviser.

6.1   I. Applicant Making Exemption Request

1.   Forward Letter of Request in compliance with Nig. CARs Part 1.4.3.2 to the
     Director General NCAA.

2.   The Letter of Request should contain the following:

     a) compelling arguments to support why the proposed exemption should be
        granted;

     b) provide any information and documentation to support their argument
        that the exemption is:

          i) in the public interest; and

          ii) not likely to affect aviation safety.

3.   Propose conditions that would mitigate any risk that could be created by
     virtue of the exemption to ensure that aviation safety will not be affected.

4.   Enclose fee payment made out to the NCAA in the amount specific in the
     Nig. CARs Schedule of fees.

6.2   II. Directorate of Functional Responsibility

1.   The panel of ASIs set up by the director must receive request & review that
     all necessary information has been provided.

2.   Make a determination whether exemption is in the Public Interest.

     Determination criteria:

     • When an exemption request is for a commercial purpose that has
       potential for unfair economic advantage of one company over another, or
       a foreign air carrier over a Nigerian; or any other situation where social or
       economic policy issues of national concern may be implicated, if the
       exemption is granted.

3. The safety test should be performed first. Where the ASI believes that safety is clearly compromised, an exemption can be denied without determining if it is public interest.

N.B. Determining if in public interest is not expected for any issues that deal with individuals; i.e. personnel licences.

4. Forward to applicant making the request a letter of acknowledgment that their request has been received (and request further documentation, if required).

5. For planning purposes, coordinate the involvement of all relevant personnel (ASIsand Legal Adviser) in the process, as early as possible.

6. Conduct a technical assessment of the request and evaluate the arguments & evidence put forward by the applicant making the request, in accordance with the two-fold test.

7. Step 1 – Start with the aviation safety test.

    ➢ Question: Can an equivalent level of safety be maintained by the creation of conditions? If yes, draft conditions.

    Step 2 - Conduct public interest test.

    ➢ Question: How is the granting of the exemption in the public interest?

    ➢ Question: What factors should be considered in coming to this determination?

        a) Identify the factors to consider

8. Document the decision-making process and assessment findings that resulted from the process outlined in points (6) and (7) above.

9. Complete the Assessment Paper and record the justification to grant or deny the exemption. Indicate the summary status of this request.

10. Determine the validity period or expiry date according to one of the following:

    a) General Rule - Specific expiry date up to 18 months

    b) Rule applicable for a regulatory amendment in progress

    c) Rule applicable for Aircraft Certification

a) General Rule - Specific expiry date up to 18 months

The period extending from the date of signature to the specific expiry date set out in line a) under the Validity heading must not extend beyond 18 months.

For the expiry date, the date and the time, in that order, must be indicated clearly. The date is expressed "date, month, year", (for example 25 June, 2017). The time is expressed in hours and minutes separated by a colon. Note that "00:01" is used for the beginning of the day and "23:59" is used for the

end of the day. Refrain from using "00:00" or "24:00" which could lead to ambiguity.

b) Rule applicable for a regulatory amendment in progress

6.4 Conditions for the rule to be applicable:

The Legal Adviser may consider recommending the issue of an exemption for which the validity period extends beyond the 18-month general rule when the following conditions have been met:

i) a notice of proposed amendment (NPA) has been fully consulted at Civil Aviation Regulation Committee and is about to or has proceeded for legal drafting;

ii) the proposed regulatory amendment will result in, upon coming into effect, an alleviation to the current Nig. CARs requirements;

iii) the exemption will provide, upon coming into effect, an alleviation from the current Nig. CARs requirements;

iv) the file contains an assessment paper or Type 2A Risk Assessment and a draft exemption that meet the criteria for supporting documents set out below;

v) the responsible ASI has established a follow-up procedure to formally cancel the exemption if the NPA is withdrawn prior to its publication, and

vi) the responsible ASI has established a follow-up procedure to formally cancel the exemption upon publication of the amendment.

6.5 Withdrawal of the NPA prior to its publication

Where the NPA is withdrawn prior to its final publication/Gazetting, the responsible ASI has to initiate the procedure to formally cancel the exemption.

Criteria for supporting documents

The supporting documents for an exemption issued where a regulatory amendment is in progress must meet the following criteria:

   i)   the assessment paper must include a specific reference to the NPA number of the regulatory amendment and the NPA's status within the Regulations Committee consultation process

   ii) the assessment paper must provide a justification for an expiry date beyond the 18-month general rule; and

   iii) the exemption must include a validity clause which indicates that the exemption is in effect until the date on which an amendment modifying the subject-matter of the provisions identified in the exemption comes into effect.

III. Legal Adviser

   1. Review file to ensure all necessary documentation, and supporting information on record.

   2. Review file to ensure all steps in the process have been conducted.

   3. Review file to ensure that the two elements of the 2-fold test have been addressed, and that the results are documented on the file.

   4. When the exemption proposal has been approved to proceed, consult with the lead ASI as required in order to produce an exemption document that will withstand legal scrutiny.

   5. If any issues of discord arise in the process, place such information on the record, as well as the means by which the issues were reconciled.

   6. Be available for consultation throughout the entire process and assist those who so request.

7.0   PREPARATION OF THE EXEMPTION DOCUMENT

An exemption cannot be used to compel a person to do something the regulations themselves do not require. If, in the course of granting a person relief from a regulation the exemption actually imposes more onerous conditions than the regulation itself, that person always has the choice to not take advantage of the exemption. In this case, the person is expected to comply fully with the existing regulations and standards. Note that if the beneficiary of

the exemption does not comply with its conditions, the exemption becomes null and void and the person must then comply fully with the regulations. Enforcement proceedings cannot be instituted against an exemption, but only against a regulation. Part 1.4 of the Nig. CARs authorizes the Director General to grant exemptions from the regulations, but it does not permit him/her to use this instrument to create completely new regulations. The Director General can exercise the exemption-granting authority to provide relief from an existing regulation, and can impose whatever conditions are needed to meet his/her responsibilities in ensuring that aviation safety is not affected, and that the exemption is in the public interest. Although these conditions may look like new regulations or standards, they are not. The conditions are the means by which any potential risk to aviation safety by allowing the exemption from the regulation is mitigated.

Although it is understood that an exemption is not an appropriate instrument by which to regulate, in the circumstance where a specified population representing a particular segment of industry seeks voluntary compliance to standards that were omitted or need expansion due to technological development, an exemption may be appropriate for the interim period required

until such time as amendment to the Nig. CARs and related standards complete the regulatory-change process.

7.1   Things To Remember.

1.   An exemption cannot be dated retroactively and is effective only from the date on which it is signed by the Director General.

2.   An exemption cannot be written against a provision that imposes a duty on the Director General.

3.   Exemption fees made in accordance with Schedule of fees in the Nig. CARs can only be waived by the Director General himself/herself.

4.   The applicant being exempt has the choice to follow either the exemption, or the regulation.

5.   However, once the choice is made to follow the exemption, the applicant must comply with its conditions.

6.   If the applicant chooses not to follow the exemption, the regulation applies.

7.   Enforcement can only be exercised against the regulation, not the exemption.

8. When an exemption is required from a standard that is incorporated by reference into a regulation, the exemption must be written against the regulation to the extent of its relationship to the standard.

9. If an exemption is being issued pursuant to a leasing arrangement, the lease should become an Appendix to the exemption document.

10. Never make promises to the applicant making the exemption request that (a) it will be granted, and (b) it will be granted by a certain time limit. The issuance of an exemption is a privilege and cannot be guaranteed, and the time required for the process to be completed will depend on many factors over which you may have no control.

11. After the applicant making the exemption request provides to the Authority the exemption request form, together with all the necessary supporting documentation, subject to the complexity of the issues, allow for approximately six (6) weeks for the exemption request to be processed and the exemption document legally vetted.

Checklist of Questions to Ask

1. What functional areas of responsibility are raised by the issues identified in the letter of exemption request?

2. Who are the parties involved making the request for an exemption?

3. Who is the appropriate official who has the authority to issue the exemption?

4. Why is the exemption necessary? What is the regulation preventing the applicant making the request for an exemption from doing?

5. What specific regulatory provision and/or standard linked to what regulatory provision is the exemption being written against?

6. Has the correct regulatory provision been identified?

7. Is the regulatory provision against which the exemption is being written an "offence-creating" regulation; i.e. with such words present as: "no person shall", or "the air applicant shall", or does it impose a duty on the Director General?

8. Are there any conditions that must first be met before the exemption will even apply?

9. Has the test for assessing the merits of the exemption request under the circumstances of your particular case been applied?

    i) How is the exemption in the public interest? Identify criteria.

    ii) How is aviation safety not likely be affected? Identify criteria.

10. The results of the test for assessing the merits of the exemption request and the criteria identified to support the arguments made by the applicant making the request then become the conditions of the exemption.

11. What time period do you want the exemption to be in effect? Or until what event, or series of events occur? (The maximum time period is between 12 to 18 months.)

12. If an exemption is considered further to a decision by the Lead ASI to change the regulation or associated standard, have you instituted steps to generate an NPA to the pertinent regulation and standard?

13. Where the policy pertaining to the specific regulatory amendment is amended after the NPA has completed the Regulations Committee consultation process, has a follow-up procedure been set up to formally cancel the exemption?

14. Once the NPA comes into effect, has a follow-up procedure been set up to formally cancel the exemption?

7.2   DOCUMENT FORMAT

Introduction

Note that an exemption as a legal document must contain certain essential elements of both substance and form to ensure its legal validity. By virtue of the fact that the exemption removes an applicant from complying with the requirements of a particular regulation, the exemption then becomes the "new legal regime". The document must stand on its own and withstand legal scrutiny should circumstances unfold that would place the exemption in the public eye, and/or necessitate its revocation by the Director General. The following general guidelines hopefully will give assistance in drafting. However, depending upon the facts of any given situation or the legal nature of the issue, the Legal Adviser may have to make adjustments to the ultimate wording of the document.

General Structure
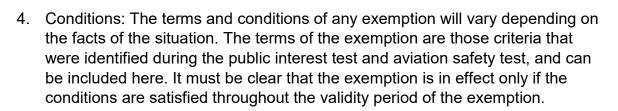
The exemption must be a stand-alone document and written on an independent sheet of paper. It must not be incorporated into a letter or other correspondence, nor include any extraneous information such as ordinary business matters. The document must speak exclusively to the exemption, its purpose, to whom it applies, the conditions that must be met in order for the exemption to come into effect, and the terms under which it will remain valid, and its expiry date.

Headings

The exemption should provide information under the following general headings, as appropriate:

1.   Introductory Paragraph should identify the source of power to exempt under either Nig. CARs Part 1.4 (exemption), or the specific provision number of the regulation (authorisation) on the part of a person or corporation (name and address), with description of what is required by the exempted regulation.

2.   Purpose. Explain why the exemption is necessary, and how the current regulatory structure is preventing the party from doing what is desired.

3.   Application. The document must clearly indicate to whom or to what entity the exemption applies. All identifying particulars are to be included here; such as aircraft identification by manufacturer, type, model serial number, registration marks, AOC number, etc. Also included under this heading would be any requirements that must first be satisfied before the exemption can take effect.

4. Conditions: The terms and conditions of any exemption will vary depending on the facts of the situation. The terms of the exemption are those criteria that were identified during the public interest test and aviation safety test, and can be included here. It must be clear that the exemption is in effect only if the conditions are satisfied throughout the validity period of the exemption.

5. Validity: The validity section defines the term of the exemption, as well as identifies grounds for cancellation setting out a chronology of potential triggering events which would allow for the revocation of the exemption by the Director General should circumstances require it.

6. Cancellation: There may be a number of circumstances which give rise to the need to legally revoke the exemption. This must not be overlooked for there can be legal consequences if the document does not expire. For example, if an already-issued exemption requires some form of "amendment", the exemption already in existence would need to be cancelled before the revised exemption could be reissued, otherwise two exemptions would have the same legal force and effect creating potential confusion should there be conflicting conditions. In addition, this could create a problematic effect should the Director General wish to revoke the exemption for breach of conditions where two exemptions and two sets of conditions co-exist.

    This problem can be avoided by either including a cancellation clause at the bottom of the amended and reissued exemption, or issuing a stand-alone exemption cancellation document.

7. Aeronautical Information Publication (AIP)

    If the exemption affects a significant population of the aviation community of Nigeria the Authority shall also publish the summary in its aeronautical information publications and if not the section shall be noted Not Applicable.

8. Signature of Delegated Authority

    The signature line must state the date, the delegated official who is signing the document on behalf of the Director General (if applicable), as well as the person's title.

EXEMPTION DOCUMENT SAMPLE	
	FEDERAL REPUBLIC OF NIGERIA
NIGERIAN CIVIL AVIATION AUTHORITY	
This exemption is granted by virtue of the powers conferred on the Authority by the Civil Aviation Act 2006 and Nigeria Civil Aviation Regulations Part 1.4.	
Details of Applicant Seeking Exemption	Name: Address:
Specific requirements of the regulations for which exemption is being sought	
Purpose of Exemption	
Entity(ies) to whom Exemption applies	
Conditions and Limitation of the Exemption	
Validity of the Exemption	Expiry Date:
Cancellation of previous Exemption (If any)	
Aeronautical Information Publication (AIP). If the exemption affects a significant population of the aviation community of Nigeria (If applicable)	

Date of issue:	Name:
Exemption Document No:	Signature:
	Title:Director General

NIGERIAN CIVIL AVIATION AUTHORITY

AVIATION HOUSE
P. M. B. 21029, 21038, Ikeja, Lagos, Nig ria

EXEMPTION REQUEST FORM   **FORM: AC-GEN012**

1. Name/Company of Applicant:	2. Address of Applicant:
2a. Mailing Address (*if different):*	
2b. Telephone:	2c. Email:
3. Agent of Service (*if applicable*):	
4. Nig. CARs Provision(s):	
5. Technical Guidance Provision(s):	
6. Description of the type of operations to be conducted under the proposed exemption (Attach sheets if necessary)	
7. The proposed duration of the exemption:	
8. Have you considered the Public Interest if Exemption is granted? Yes ☐ No ☐	
9. If Yes, What factors were considered in the determination of Public Interest? (Attach sheets if necessary)	
10. Have you considered the effect on Aviation Safety if Exemption is granted? Yes ☐ No ☐	

11. If Yes, What factors were considered to make sure Aviation Safety is not affected?

(Attach sheets if necessary)

12. Proposed Conditions by Applicant to mitigate risks if Exemption is granted:

(Attach sheets if necessary)

13. Name of Authorised Person	14. Signature and Date

For Official Use Only

1. Are Considerations by Applicant for Public Interest and Aviation Safety Satisfactory? ☐ Yes ☐ No

2. Based on the above, is it recommended that the Exemption be approved?   Yes ☐   No ☐

3. Name of Inspector:…………………………………………. Signature & Date:……………………………………

4. Recommending Directorate:

5. Name of Director:……………………………………………. Signature & Date:……………………………………

6. Has the Legal review been carried out and found satisfactory? ☐ Yes ☐ No

7. Legal Remarks:

<table>
<tr><td></td></tr>
<tr><td>8. *Legal Adviser:*………………………………………………………. *Signature & Date:*……………………………………</td></tr>
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GENERAL FORM

NIGERIAN CIVIL AVIATION AUTHORITY
AVIATION HOUSE
P. M. B. 21029, 21038, Ikeja, Lagos, Nigeria

GENERAL FORM

ITEMS	FORM NO	SUBJECT
1.	Form:AC-GEN012	EXEMPTION REQUEST FORM

NIGERIAN CIVIL AVIATION AUTHORITY
AVIATION HOUSE
P. M. B. 21029, 21038, Ikeja, Lagos, Nigeria

EXEMPTION REQUEST FORM

FORM: AC-GEN012

1. Name/Company of Applicant:	2. Address of Applicant:

2a. Mailing Address (*if different):*

2b. Telephone:	2c. Email:

3. Agent of Service (*if applicable*):

4. Nig. CARs Provision(s):

5. Technical Guidance Provision(s):

6. Description of the type of operations to be conducted under the proposed exemption

(Attach sheets if necessary)

7. The proposed duration of the exemption:

8. Have you considered the Public Interest if Exemption is granted?   Yes ☐   No ☐

9. If Yes, What factors were considered in the determination of Public Interest?

(Attach sheets if necessary)

10. Have you considered the effect on Aviation Safety if Exemption is granted?   Yes ☐   No ☐

11. If Yes, What factors were considered to make sure Aviation Safety is not affected?

(Attach sheets if necessary)

12. Proposed Conditions by Applicant to mitigate risks if Exemption is granted:

(Attach sheets if necessary)

13. Name of Authorised Person	14. Signature and Date

For Official Use Only		
1. Are Considerations by Applicant for Public Interest and Aviation Safety Satisfactory? ☐ Yes ☐ No		
2. Based on the above, is it recommended that the Exemption be approved? Yes ☐ No ☐		
3. Name of Inspector:………………………………………… Signature & Date:……………………………….		
4. Recommending Directorate:		
5. Name of Director:……………………………………………. Signature & Date:……………………………….		
6. Has the Legal review been carried out and found satisfactory? ☐ Yes ☐ No		
7. Legal Remarks:		
8. Legal Adviser:……………………………………………….. Signature & Date:……………………………….		