

POLICY & PROCEDURE MANUAL



FEBRUARY 2009

BY ORDER OF THE LIBERIA CIVIL AVIATION AUTHORITY

Issued by: _____
DIRECTOR GENERAL

Policy and Procedure Manual

Department of Flight Safety Standards

PREFACE

This manual is one in the set of manuals forming the Liberia Civil Aviation Authority's Department of Flight Safety Standards internal documentation set. These manuals are produced to provide the information, policy and procedures needed to perform the tasks as required by the Civil Aviation Act of 2005, Civil Aviation Regulations and the Liberia Civil Aviation Requirements.

This volume of the manual has been prepared for the use and guidance of Airworthiness Aviation Safety Inspectors in the performance of their duties.

I require all staff to use their manual(s) 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 manuals are 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, identified in the footer of this manual, is accountable for approving the contents and amendments of this manual.

Director, Flight Safety Standards
For: Director General, Liberia Civil Aviation Authority

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LIST OF ABBREVIATIONS

AOC	-	AIR OPERATOR CERTIFICATE
AM	-	ASSISTANT MANAGER
DDG	-	DEPUTY DIRECTOR GENERAL
DG	-	DIRECTOR GENERAL
DFSS	-	DEPARTMENT OF FLIGHT SAFETY STANDARDS
DAAS	-	DIRECTORATE OF AERODROME AND AIRSPACE STANDARD
DFA	-	DIRECTORATE OF FINANCE AND ACCOUNTS
DAS	-	DIRECTORATE OF ADMINISTRATION AND SUPPLIES
DOT	-	DIRECTORATE OF OPERATIONS AND TRAINING
DAMS	-	DIRECTORATE OF AEROMEDICAL SERVICES
CAA	-	CIVIL AVIATION AUTHORITY
MEL	-	MINIMUM EQUIPMENT LIST
LCAA	-	LIBERIA CIVIL AVIATION AUTHORITY
MOR	-	MANDATORY OCCURRENCE REPORTING
ETOPS	-	EXTENDED TWIN ENGINE OPERATIONS
CSAM	-	CERTIFYING STAFF AIRCRAFT MAINTENANCE
ICAO	-	INTERNATIONAL CIVIL AVIATION ORGANIZATIONS
SARP	-	STANDARD AND RECOMMENDED PRACTICES
AML	-	AIRCRAFT MAINTENANCE LICENSE
MCC	-	MAINTENANCE CLEARANCE CERTIFICATE
AMO	-	APPROVED MAINTENANCE ORGANIZATIONS
AD	-	AIRWORTHINESS DIRECTIVE
SB	-	SERVICE BULLETIN
SL	-	SERVICE LETTER
FM	-	FLIGHT MANUAL
MS	-	MAINTENANCE SCHEDULE
PPM	-	POLICY AND PROCEDURE MANUAL
ATPL	-	AIR TRANSPORT PILOTS LICENSE
CPL	-	COMMERCIAL PILOTS LICENSE
MFSS	-	MANAGER FLIGHT SAFETY STANDARDS
FSI	-	FLIGHT SAFETY INSPECTOR
RVSM	-	REDUCED VERTICAL SEPERATION MEDIUM
SDR	-	SERVICE DIFFICULTY REPORTING
ASI	-	AVIATION SAFETY INSPECTOR

ABBREVIATION

C of A	-	CERTIFICATE OF AIRWORTHINESS
C of R	-	CERTIFICATE OF REGISTRATION

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CHAPTER 1 DEPARTMENT OF FLIGHT SAFETY STANDARDS**1.1 INTRODUCTION**

1.1.1 The Flight Safety Standards Department has been formed to perform the LCAA task of maintaining regular safety oversight of all of the airworthiness aspects of aviation in Liberia, which includes Air Transport Operators, Approved Maintenance Organizations and oversight of any other person or organization involved in the design/production/modification/repair/maintenance of aircraft and training aspects of personnel engaged in civil aviation. Effective safety oversight will help to ensure high standards are maintained and will fulfill Liberia's obligations under the Convention on International Civil Aviation. This department will also be responsible to carry out auditing of the system and the licensing/approval of maintenance staff as a part of its regular inspection program.

Amendments to the PPM are issued from time to time as the need arises, so that all concerned will be adequately informed of acceptable operator policies and procedures applicable to the various duties to be performed.

By using the PPM as a guide, there should be reasonable degree of uniformity and standard. If there is any need for a staff member to deviate substantially from the prescribed requirements of any instruction, the head, DFSS must as soon as possible be notified. Full details of the matter with reasons why deviation became necessary, must be given. If it is possible, the head, DFSS should be notified, for obvious reasons, before any contemplated deviation of procedure is effected.

1.1.2 The essential elements of Liberia's flight safety standards (airworthiness) regulatory system include:

- a) Registration of aircraft;
- b) Aircraft type certificate validation;
- c) Approval of aircraft modifications & repairs;
- d) Issue/renewal of Certificates of Airworthiness;
- f) Approval of aircraft maintenance organizations;
- g) Certification of operators (airworthiness aspects); and
- h) Licensing of personnel.

1.1.3 In order to accomplish these tasks, qualified aviation safety inspectors will be appointed to the LCAA against established posts, and will carry out their duties as per the policies laid down by the DG of the LCAA.

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1.2 STATUTORY AUTHORITY

1.2.1 LIBERIA'S CIVIL AVIATION POLICY AND REGULATORY FRAMEWORK

1.2.1.1 Civil Aviation Policy

The United Nations Sanctions Committee recommended the creation of an autonomous Civil Aviation Authority vested with Safety and Economic Regulation of the industry. It also recommended the adoption of the Joint Aviation Requirements (JARs) and the ICAO requirements as Liberia's basic aviation code.

1.2.1.2 Regulatory Framework

LCAA is an independent and statutory body charged with the immense responsibilities of monitoring, regulating and setting safety and economic standards for air navigation in Liberia.

LCAA's functions and responsibilities are carried out through the service units attached to the office of the Director General and the different technical and supporting departments:

- Department of Flight Safety Standards (DFSS)
- Directorate of Aerodrome and Airspace Standards (DAAS)
- Department of Finance and Accounts (DFA)
- Department of Administration and Corporate Affairs (DAC)
- Department of Operations and Training (DOT)
- Department of Licensing (DOL)
- Department of Aeromedical Services (DAMS)

1.2.2 LAW ESTABLISHING LCAA

The Civil Aviation Act of 2005 is the primary law that established the Liberia Civil Aviation Authority (LCAA) and confers statutory powers to the LCAA for the regulation and promotion of civil aviation in Liberia, to foster its safe and orderly development, and for other purposes incidental thereto.

1.2.3 LCAA VISION AND MISSION

1.2.3.1 Vision

To be a global leader in providing, safe, secure and efficient aviation services.

1.2.3.2 Mission

To establish and implement sound aviation regulations, procedures and standards necessary to achieve and maintain the highest international standards and the sustainable development of the industry.

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1.2.4 **DFSS Management Structure**

DFSS, headed by the Manager, Flight Safety Standards, comprises of five groups namely

- Approval and Licensing of Training and Maintenance Organizations
- AOC Certification and Surveillance
- Registration, Type Certificate Acceptance and Standards
- Aircraft Certification and Continued Airworthiness
- Incident / Accident Investigation and Prevention

The Department of Flight Safety Standards in the future intends to establish regional flight safety standards departments in Zwedru, Harper, Sinoe, Voinjama, and Foya.

1.2.5 **DFSS Functions**

The DFSS functions are divided amongst the five groups thus:

1.2.5.1 **APPROVAL AND LICENSING OF TRAINING AND MAINTENANCE ORGANIZATIONS**

- (a) Recording, reviewing and processing applications from aircraft maintenance personnel for issuance, renewal, validation and extension of licenses and ratings for same;
- (b) Organizing and conducting examinations of applicants for aircraft maintenance licenses as above, assessing results, maintaining examination security, keeping past and current license records and records of the issuance, renewal or validation as appropriate of each license, extension or rating;
- (c) Surveying the maintenance facilities including training provisions, organization and quality control procedures of applicants for issuance, renewal and variation of approved maintenance organizations (AMOs) certificates, both
- (d) foreign and domestic, and making recommendations as appropriate with regard to the applications;
- (e) Surveying the facilities and procedures of applicants for issuance, renewal and variation of certificates of approval to conduct activities bearing on the airworthiness of aircraft, making such issuance, renewal or variation, as appropriate, and maintaining records of same;
- (f) Assessing the qualifications of persons for designation as approved persons, and of others as alternates, to perform certain airworthiness functions, and monitoring of the activities of these persons from time to time;
- (g) Issuing approvals for inspection, overhaul, maintenance and repair organizations;
- (h) Certification of designated inspectors.

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1.2.5.2 AOC CERTIFICATION AND SURVEILLANCE

- (a) Surveying the maintenance facilities including training provisions, organization and quality control procedures of applicants for issuance, renewal and variation of air operator certificates (AOCs), and making recommendations as appropriate with regard to the applications;
- (b) Conducting periodic surveillance of the facilities, procedures and work of holders of AOCs, making appropriate directions and recommendations and approving amendments to the operator's AOC and to his maintenance and quality control manuals (MP, OMME, MEL, etc.) as appropriate;
- (c) Developing aircraft and component reliability programs and approving maintenance systems for aircraft, aircraft components and equipment;
- (d) Approval of leases, agreements, charters and interchange of aircraft, article 83bis;
- (e) approvals for ETOPS, RVSM, special flight authorizations, etc;

1.2.5.3 REGISTRATION, TYPE CERTIFICATE VALIDATION AND STANDARDS

- (a) Validation of Type Certificates issued by another State;
- (b) Maintenance of a record of type data of aircraft on the register of the State;
- (c) Evaluation and survey of an aircraft for issuance or validation of a Type Certificate and maintenance of type data of aircraft on the register of the State;
- (d) Monitoring of continued structural integrity of aircraft in service with a view to determining the need for supplemental inspection to maintain the aircraft is airworthy
- (e) Monitoring of service bulletins from the manufacturer to determine likely effects on the design and continuing airworthiness of the aircraft and powerplant and to decide steps to be taken to avoid or correct difficulties. If as a result of this activity, it is decided that an inspection or modification is necessary to assure continuing airworthiness of the aircraft, a firm and positive direction (in the form of an airworthiness directive) should be published and directed to all operators and, where the aircraft has been exported to other States, to the airworthiness authorities in those States;
- (f) Preparation and recommendation of regulatory changes and amendments to the national aviation legislation concerning all matters of airworthiness;
- (g) Identification and resolution of regulatory problems associated with airworthiness engineering, establishing general and technical policies and procedures on which future airworthiness requirements can be based, and formulation of changes in airworthiness policies and requirements which have a severe economic impact on the aviation industry;
- (h) Provision of advice on technical matters relating to flight operations and airworthiness as may be required;

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- (i) Determination of the need for and making recommendations for new or amended policies and procedures dealing with aeronautical engineering matters and for associated research and development projects;
- (j) Establishment of a liaison with the manufacturers of imported aircraft on the State's register and with type certification authorities in the State of Design;
- (k) recording, reviewing and processing applications for registration of aircraft, registering and de-registering aircraft as appropriate, and issuing certificates of registration;
- (l) Keeping the national register of civil aircraft and making information from the register available as and when required;
- (m) Reviewing aircraft and component manufacturers' service bulletins and airworthiness directives issued by foreign airworthiness authorities to determine their applicability to the national aircraft, and directing corrective action where airworthiness may be affected;
- (n) Examining current and new international and foreign airworthiness standards related to continuing airworthiness and determining the need for adoption of critical features of those foreign standards into national requirements;
- (o) Assessing assistance in the design and suitability of aircraft components and equipment and their approval for use in aircraft, and assessing and approving the installation of aircraft components and equipment in aircraft;
- (p) Recommending and, where necessary, issuing directives concerning the maintenance, overhaul and repair standards to be met by aircraft and aircraft components and equipment, and procedures to be followed by the aviation industry to comply with the national air law and regulations related to airworthiness;
- (q) Preparing and distributing advisory material to the aviation industry concerning airworthiness practices and procedures, where such advice does not warrant mandatory action but may still make a significant contribution to flight safety;
- (r) Preparing and recommending amendments to the national air law concerning all matters of airworthiness;
- (s) conferring at national and international levels on matters relating to the regulation of airworthiness;
- (t) Identifying and resolving regulatory problems associated with continuing airworthiness, establishing general and technical policies and procedures on which future airworthiness requirements can be based, and formulating changes in airworthiness policies and requirements which have a severe economic impact on the aviation industry;
- (u) Preparing and distributing to the aviation industry a series of documents, available to the public, containing all airworthiness directives specified for general compliance by the aviation industry;

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1.2.5.4 AIRCRAFT CERTIFICATION AND CONTINUED AIRWORTHINESS

- (a) Investigation, in coordination with the AID, of major defects discovered in aircraft and determination of corrective action to be taken where airworthiness may be affected.
- (b) Recording, reviewing and processing applications for Certificates of Airworthiness, renewals of such certificates and validations of foreign Certificates of Airworthiness;
- (c) Surveying aircraft for issuance, renewal and validation of Certificates of Airworthiness and the subsequent execution of such documents as appropriate;
- (d) Periodically reviewing the airworthiness condition and records of aircraft on the register in order to assess the adequacy of their maintenance and to assess the competence and diligence of the persons who perform the maintenance;
- (e) Reviewing aircraft and component manufacturers' service bulletins and airworthiness directives issued by foreign airworthiness authorities to determine their applicability to the national aircraft, and directing corrective action where airworthiness may be affected.

1.2.5.5 INCIDENT/ACCIDENT INVESTIGATION & PREVENTION

- (a) Investigating major defects discovered in aircraft and determining corrective action to be taken where airworthiness may be affected; analyzing defect experience to detect and correct any trends and to reveal areas most in need of airworthiness improvement, and establishing a service difficulty reporting (SDR) system;
- (b) Providing loan of staff experts to assist in the investigation of aircraft accidents as and when required;

1.2.6 DFSS GOVERNING AND GUIDANCE MATERIAL

The activities of the Airworthiness Aviation Safety Inspectors will be governed by the following:-

- (a) Liberian Civil Aviation Regulations (LCAR).
- (b) Department of Flight Safety Standards Policy and Procedures Manual.
- (c) Airworthiness Inspector's Handbook.
- (d) Other relevant directives and instructions that may be issued from time to time by the Director General, Liberia Civil Aviation Authority or by the Manager, Flight Safety Standards.

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1.2.7 GENERAL PRACTICES AND PROCEDURES

1.2.7.1 PRECAUTIONS TO BE TAKEN BY TECHNICAL PERSONNEL IN PUBLIC MAINTENANCE SERVICES AND AIRCRAFT PRODUCTS.

1.2.7.1.1 GENERAL

In expressing opinions or in giving advice or information to people in the aviation industry with respect to maintenance, alterations or aircraft products, the official must remember that as a representative of the LCAA, the agency may be judged by the measure of his own integrity, common sense and conduct. He can do much to promote aviation and good will for the agency by giving sound advice or passing along good useful information, but can do much harm by expressing biased personal opinions or making derogatory remarks.

1.2.7.1.2 OPINIONS CONCERNING MAINTENANCE SERVICES AND AIRCRAFT PRODUCT

During the normal course of duty, DFSS personnel acquire considerable information concerning the comparative quality of maintenance and/or alteration and the reliability characteristics of aircraft and component parts and of flight ops practices. As a result, the officials may frequently either be asked to express opinions or be inclined to voluntarily offer opinions with regard to such services or products. The inspector can discuss actual matters pertaining to maintenance services and aircraft products, but shall not, under any circumstances, make derogatory remarks or express opinions which may lead a public listener to believe that the official is biased or holds some service or product in higher regard than other services or products. He may often be inclined to direct attention to services of which he believes to be better than other services and to aircraft product which he considers superior to other products. He must exercise extra caution to curb this inclination.

1.2.7.1.3 REQUEST FOR INFORMATION CONCERNING SOURCES OF SERVICES OR PRODUCTS

Officials may frequently be asked by owners, operators and repair agencies to recommend sources of supply for aircraft parts and material or sources of maintenance and alterations. When requested to provide such information, the official is encouraged to be as helpful as possible, but must be completely unbiased and impartial. When providing such information, the inspector is particularly cautioned against recommending any single source or product where more than one source or product is involved. The inspector should refer the person seeking such information to appropriate trade journals, pamphlets, and any other usual sources of information available to the aviation public. He should also encourage the person to contact other users, owners or operators to find a wider selection of sources. In this, as with the expression of opinions noted in the foregoing paragraph, the official must not show partiality or bias or leave the impression that he is recommending some

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1.2.7.1.4 NEW OR UNIQUE MAINTENANCE OR ALTERATION TECHNIQUES, PRACTICES OR PROCEDURES

Mechanics, certificated repair stations, air carriers and other facilities often develop unique new ways of performing maintenance functions or alterations. In many instances, such techniques, practices or procedures may have been developed after considerable research and expense. In some instances, the results of such effort and expenses may give the developer an economic advantage over others. In this, as with other areas in which the official finds himself taken into the confidence of the developer, the matter should be kept in strict confidence in so far as others are concerned. Even if the developer has no reluctance in telling others about this methods, etc., the official should be very careful in releasing the information. The party to which the information may be imparted should be directed to contact the developer of the information.

1.2.7.2 INTERPRETATION OF CIVIL AVIATION REGULATIONS

1.2.7.2.1 GENERAL

There will be many times in an official's daily work routine when he is asked for an interpretation of a rule. It is to be expected that industry treat this reply as the LCAA position on that rule. To prevent improperly researched or invalid interpretations of the Civil Aviation Regulations, it is essential that all interpretations be coordinated with the office of the Manager, DFSS. If an official has personal knowledge of a technical interpretation on some particular regulation, he will present that interpretation. Procedures pertaining to day-to-day operations which are obviously covered by a regulation and are monitored by official in their daily surveillance activities can also be freely and routinely discussed. However, if an official is asked for an interpretation about a regulation that applies to a subject outside of his field of expertise and for which there is no written guidance, the official should require a written request for interpretation so it can be coordinated within the DFSS. Good judgment must be exercised in this matter and particular care must be taken on regulation interpretations that may, due to public interest, appear in newspapers, periodicals or be presented in talks with industry groups.

1.2.7.2.2 ORAL AUTHORIZATIONS

DFSS officials shall not make oral agreements or grant oral authorizations or approvals when existing instructions provide for written authorizations or common sense dictates that the commitment should be in writing. In this connection, it is desirable to have operators or other interested persons confirm in writing that which they propose to do about unsatisfactory conditions called to their attention by an official. Such written confirmation shall serve to protect the official and to support any subsequent action considered necessary.

1.2.7.2.3 INTERPRETATION OF THE TERM "AIRWORTHY"

A clear understanding of the term "airworthy" is essential for use in the Authority's enforcement program. Basically two conditions should be met before an aircraft can be considered "airworthy":

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- a) The aircraft must conform to its type design (certificate). Conformity to type design is considered attained when required and proper components are installed and they are consistent with the drawings, specifications and other data that is a part of the type certificate. Conformity would include applicable supplemental type certificates and approved modifications.
- b) The aircraft must be in a condition for safe operation. This refers to the condition of the aircraft with relation to wear and deterioration. Such conditions could be skin corrosion, window delimitation/crazing, fluid leaks, tire wear, etc.

1.2.7.3

CORRESPONDENCE WITH INDUSTRY

1.2.7.3.1

FORMAL CORRESPONDENCE

The official should judge the need for writing a formal letter by the following criteria: If he can get job done satisfactory by telephone/fax, personal contact or by doing the investigation, check or review that his job normally requires him to do, then a formal letter should not be used. All letters to the industry must be cleared by the Departmental head and the Director General. While all letters which demand financial commitment from applicants/operators must be signed by the Manager, Flight Safety Standards or the Director General. All incoming mails to LCAA must be addressed to the Director General whose office will then distribute them appropriately to respective Departments for action.

1.2.7.3.2

QUALITY OF CORRESPONDENCE

When an official must write a letter to a person, operator or agency, he should observe the basic rules of letter writing. These rules should include accuracy, conciseness and brevity but say what has to be said. Above all, the official should write the type of letter that he would like to receive.

1.2.7.3.3

RESPONDING TO WRITTEN NOTIFICATIONS, COMPLAINTS AND CORRESPONDENCES

Written notifications, complaints and other correspondences from the public or organizations should in all cases be answered in writing. The answer, either in final form or as an acknowledgement, should be sent to the person or organization involved within a period of 10 working days from the time such letter or the official receives notification.

- a) If the receiving official is not primarily responsible for the entity involved, the notification should be immediately forwarded to the appropriate department.
- b) Final letters of reply should respond directly to the issues cited in the notification. After investigating the case as required, the final response should be factual, courteous, concise and free of generalities.
- c) Before replying to letters concerning particularly sensitive or significant issues, the responsible official should discuss the form and manner of response with his appropriate supervisors.

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1.2.7.4 EXTERNAL FUNCTIONS

1.2.7.4.1 STANDARD TASKS

To each procedure a normal time and costs will be allocated. The costs would normally be obtained from cost schedule to the Civil Aviation (Air Navigation) Regulations while the time allocation will be based on the average time required by a competent official to accomplish the task. When more than one official is required to perform the procedure, the time spent by each should still be recorded on the time sheets, but in order to avoid confusion, there should be good communication between officials to ensure that there is sufficient traceability of financial matters and outstanding requirements.

The steps in performing standard tasks should include:

- a) Identify relevant procedures to accomplish task.
- b) Perform task according to procedures.
- c) Record client name, time spent and procedures executed on time sheet.
- d) If the client's name is not on a known list available to the AM then attach a separate page with client information to the time sheet.

1.2.7.4.2 MONITOR INDUSTRY

Scheduled surveillance is that anticipated and planned for in the annual work program and which is accomplished during the normal scheduled work period.

In the future, other surveillance activities may be required of general aviation activities such as air shows and parachute meets. Emphasis should be placed on surveillance of those operators and activities which have the greatest potential effect on public safety.

The procedure when embarking on an inspection will be:

- a) Obtain approval from Director General for non-scheduled inspections of the industry in order to monitor compliance to aviation regulations. Where possible the relevant persons or organization should be notified of the inspection and the reasons therefore clearly stated.
- b) If it is suspected that there is a contravention of regulations taking place at the location where the inspection is to be conducted, then consult the Civil Aviation Regulations requirements regarding search warrants and confiscation of property.
- c) If contravention is detected while on a normal monitoring mission and prosecution is required, inform the offender of his rights and take action in the interest of aviation safety i.e. enforcement procedures of the LCAR's.
- d) Inform supervisor of any irregularities detected during inspections. When prosecution is required, establish which regulations have been contravened and consult with supervisor and legal department.

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1.2.7.4.3 PROJECTS

Standard tasks which exceed the allocated time and expenses for the procedures due to client delays or non-standard tasks expected to consume more than 3hrs chargeable time would be handled as projects.

The general procedures regarding projects are:

- a) Inform client of cost implications.
- b) Project nr. From AM (Sectional head) who might also allocate other personnel to the project and assign a responsible person.
- c) The responsible official should open a project control sheet with fields of data entry. Completion of this form would be done in chargeable time to the client.
- d) Record project identification, time spent and procedures executed on time sheet.
- e) For projects lasting longer than one day, the project control sheet and time sheet should be update whenever time was spent on the project.
- f) On completion of the project the responsible person must record the total costs on the project control sheet.
- g) After the completed project control sheet has been signed off, it should be submitted to the project manager: aircraft for invoicing of the client.
- h) The responsible person must keep a duplicate copy of the completed project control sheet for a period of one year.

1.2.7.5 INTERNAL FUNCTIONS

1.2.7.5.1 GENERAL OFFICE DUTIES

Typical tasks to be regarded as general office duties include:

- a) Time sheets: Each official shall submit a time sheet every month which contains the information on how his/her time was utilized. The minimum time to be accounted for is 40hrs per week.
- b) Meetings: Attendance of meetings or phone calls in non-chargeable time.
- c) Travel related: Travel arrangements, transport and the completion of subsistence and travel claims not chargeable to a client.
- d) Other administrative tasks: Computer related tasks, housekeeping.

1.2.7.5.2 LEAVE

- a) Apply for leave on relevant form in consultation with head of department.
- b) Record time and type of leave (Holiday, Sick or Special) on time sheet.

1.2.7.5.3 FILES

In correlation with the registry department of the DFSS, a file shall be established and maintained for each aircraft or certified organization.

The information on the file will include at least the following:

- a) All documents finally approved as part of a file.
- b) Copies of correspondence with the certificate holder.
- c) Copies of inspection and surveillance reports.

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- d) The letter submitted with regard to suspensions or cancellations of the certificate.
- e) AOC and AMO originals shall be kept in files in the office of DFSS.

1.2.7.5.4 RECORD KEEPING AND RELATED REPORTS

*Reserved for Procedure

1.2.7.5.5 UTILIZATION OF OFFICIAL TIME

*Reserved for Procedure

1.3 STAFFING REQUIREMENTS

1.3.1 General

1.3.1.1 Staffing of the Department of Flight Safety Standards with a sufficient number of suitable Airworthiness Aviation Safety Inspectors, experienced, qualified and capable of accomplishing the wide range of activities covered in this Policy and Procedures Manual is paramount to the success of the Safety Oversight Program of the Liberia Civil Aviation Authority.

1.3.1.2 Airworthiness Aviation Safety Inspectors (ASI's) must not only have the knowledge, experience and qualifications to carry out their duties in a professionally sound manner, but also possess the personality to win the respect and confidence of the operators. This would require a reasonable level of tact, understanding, firmness, impartiality, integrity and an exemplary personal conduct both in the office and at the operator's premises.

1.3.1.3 The Airworthiness Aviation Safety Inspectors are either:

1.3.1.3.1 Experienced Licensed maintenance engineers who may have a lower level of academic qualifications but a high level of practical experience on the job, and/or

1.3.1.3.2 University graduates who have passed a recognized engineering degree in the required discipline and may have some experience in design and engineering modification and repair offices.

1.3.2 Appointment

Appointments will be based on the suitability of candidates for particular positions. However, LCAA will at all times strive toward achieving the affirmative action and equal opportunity targets as determined by the Board from time to time.

Staff may be appointed in posts, in the following categories by LCAA

- 1 Permanent Staff
- 2 Contract Staff
- 3 Part-time Staff/Designated Inspectors
- 4 Temporary Staff

All candidates for employment are required to submit an application letter for employment and subject themselves to the screening phases determined by LCAA.

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1.3.3 **Authorized Strength of Airworthiness Aviation Safety Inspectors**

1.3.3.1 The number of Airworthiness Aviation Safety Inspectors required will be determined by the level of and the growth of aviation in Liberia. A periodic review will take place from time to time as required to determine whether or not there needs to be a change in the number of Inspectors authorized.

1.3.3.2 The following guidelines are considered to be the minimum number that is reasonable for Airworthiness Aviation Safety Inspectors to carry out their tasks

- (a) One Airworthiness Aviation Safety Inspector per approximately five aircraft of a particular type. The LCAA will, however, take into consideration the number of operators that are operating and the complexity of the air operations as these would affect the workload.
- (b) Because of the diversity of aircraft operating in General Aviation, the ratio mentioned in (a) above may not be applicable for General Aviation. In such cases, a ratio of one Airworthiness Inspector for ten aircraft (by judiciously combining two or more types) is considered a suitable option.

1.3.4 **Qualifications of Airworthiness Aviation Safety Inspectors**

1.3.4.1 Individuals seeking positions as Airworthiness Aviation Safety Inspectors should have extensive academic and technical education and have progressed through positions of increased technical and supervisory responsibility in the aviation industry or the military services. At least five years of employment as a fully qualified aircraft maintenance engineer is normally required to obtain minimum qualifications and experience for an individual to adequately accomplish the duties and responsibilities of a basic starting position in the maintenance or avionics field as an Airworthiness Aviation Safety Inspector. Moreover, they should possess aeronautical licenses, commensurate with their job responsibilities, i.e., Mechanic Certificate with airframe and power plant ratings, electronics technician, etc.

1.3.4.2 At least five years of employment as an engineer in aviation or related industry is normally required to obtain minimum qualifications and experience for an individual to adequately accomplish the duties and responsibilities of a basic starting position in Engineering (Mechanical or avionics field) as an Airworthiness Inspector (Engineer). Moreover, they should possess certificates and/or academic degrees commensurate with their job responsibilities, i.e., Engineering Certificate, Technician/Engineer Certificate, electronics technician, etc.

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1.3.4.3 The satisfactory or unsatisfactory execution of the various Airworthiness functions depends to a large extent on the qualifications, experience, competence and dedication of individual Inspectors. In addition to the vital importance of technical competency in performing airworthiness inspections and the surveillance of certificated operators and approved maintenance organizations, it is likewise critical that Inspectors 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. Considering the specialized and sensitive nature of the Inspector's mission, the qualifications, experience and personal characteristics of each person employed to perform inspector's duties will be verified and carefully evaluated before selections are made.

1.3.4.4 The Airworthiness Inspectors should also have the following qualifications.

- (a) In all cases, they must have successfully completed an LCAA approved Basic Course for Airworthiness Inspectors. (Note: LCAA will arrange for the recently inducted ASIs to successfully complete a Basic Airworthiness Course before utilizing the ASI on Inspector Job Functions).

BASIC COURSE I content;

- Civil aviation rules and regulations
- Initial certification of air operators – AOC/AMO issue procedures,
- Introduction to Continuing Airworthiness,
- Engineering modification/repair procedures,
- Facilities and equipment inspection,
- Maintenance record keeping systems,
- Ramp inspection of an operator's aircraft,
- Company (maintenance) Manual,
- MSG I, II, & III maintenance programs.

- (b) Subsequently, the ASI shall also successfully complete the Basic II and Advanced courses of instructions.

BASIC COURSE II content;

- Aircraft type certification Categories explained,
- Type (Acceptance) Certificates,
- Type Certificates for imported Aircraft,
- Standard Certificates of Airworthiness,
- Human factors - maintenance,
- Aircraft leasing (Airworthiness matters),
- Reliability control programs,
- Weight Control procedures.

ADVANCED COURSE FOR INSPECTORS;

- ETOPs operations
- MMEL/MEL
- General Auditing Procedures, Parts 1, 2, 3
- NDT
- Structural Inspection Programs
- Accident Investigation Course (Depending on Assigned Duties)
- Aviation Safety Promotion Course
- Personnel Licensing Course (Depending on Assigned Duties)

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- 1.3.4.5 In cases where suitable engineers / inspectors fulfilling the above criteria are not available, the Director General of the Liberia Civil Aviation Authority may, at his discretion, relax the requirements, taking into consideration the engineer's seniority, past performance, employment record, experience, progression towards a higher rating and utility of the Airworthiness Inspectors.

1.4 TECHNICAL TRAINING OF AIRWORTHINESS AVIATION SAFETY INSPECTORS

- 1.4.1 Technical Training of Airworthiness Inspectors may be accomplished from several sources, such as from original equipment manufacturers (OEMs), approved training organizations, approved courses organized by operators, etc. An Inspector is required to undergo a type-rating course before approving maintenance programs and related activities. Routine surveillance activities can be accomplished on any aircraft in airline service whether or not the Inspector is type rated on that particular type. In cases where the inspector is conducting a surveillance function on an aircraft in which he is not type rated, he must limit his observations and remarks to those elements that are not specific to that type of aircraft unless the occurrence is self-evident and would not take a type rated person to make an observation of that nature. An example of that would be obvious structural damage and or corrosion etc.
- 1.4.2 Inspector refresher training; Airworthiness Inspectors should be scheduled for a minimum of one refresher training course every year. This training can be accomplished at a local airline or maintenance organizations. [A proposed Civil Aviation Directive refresher training of Civil Aviation Airworthiness Inspectors is placed at Appendix 'A' for guidance.]
- 1.4.3 When an Inspector holds licenses on a number of aircraft, he should be scheduled for refresher/recurrent training on different types each year wherever possible.
- 1.4.4 Although Airworthiness Inspectors are not exercising the privilege of their engineer license, when they are performing certification or surveillance activities as required by LCAA, they are required to maintain the same level of knowledge as is required of engineers that are exercising the privilege of their license.
- 1.4.5 There may be an occasion where there is no inspector qualified on a particular type of aircraft and there is a need for one to accomplish a task that normally required a type rating. In such a case, an inspector with a type rating on a similar aircraft could accomplish the required task after being directed by his section head.
- 1.4.6 Airworthiness Aviation Safety Inspectors should be given training at an organization as per guidelines given for inspectors. It must include various rules and regulations that cover the civil aviation activity in the country specifically in approving modification, major repair etc.
- 1.4.7 Depending upon the basic qualification (Branch of Engineering), the Airworthiness Aviation Safety Inspector should be given training on complementary subjects as per the requirement of the Department of Flight Safety Standards.

1.5 QUALIFICATIONS REQUIRED FOR INSPECTOR ACTIVITIES

The following is a synopsis for the qualifications required by an inspector for the carrying out of the various activities under the LCAA Safety Oversight Program:

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1.5.1 Maintenance Standards

Qualification required

- * Completion of a basic inspector course; and
- * A thorough knowledge of Liberia Civil Aviation Regulations and advisory material published by the LCAA

This type of duty includes:

- * Preparation of Draft regulations and advisory material and recommending changes to the National Civil Aviation law.
- * Examination of current and new international and foreign Airworthiness standards related to continuing Airworthiness and determination of the need for adoption of those.
- * Conferring on National and international levels on matters relating to the regulation of Airworthiness.
- * Giving of advice and recommendations to other areas of the LCAA responsibilities on legal matters.

1.5.2 Aircraft Maintenance

Qualification required

- * Completion of a Basic inspector I and II courses; and
- * Completion of an Auditing Course
- * Completion of Advanced course (Depending on the activity of the operator)
- * Completion of type rated course on the type of aircraft, engine and systems as per the specialty of individual.

This type of duty includes:

- * Survey of aircraft for issue/renewal of the Certificate of Airworthiness
- * Study of maintenance programs
- * Preparing a report for approval of a maintenance program
- * Auditing of Facilities and Equipment for the activity for which the approval is sought
- * Auditing of required Technical Data and ensuring their status
- * Assessment of man power required versus available
- * Preparing report for grant or otherwise of approval by Department Head

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1.5.3 Routine Surveillance / Audit: - Approved Maintenance Organization

Qualification required:

- * Completion of Basic I and II course
- * Basic and advanced Audit Course
- * Type course on Airframe/ Power plant and systems, or
- * Experience in Airline Maintenance

This type of duty includes

- * Carrying out routine and / or specific audits
- * Preparing audit reports
- * Reporting breaches of regulations and directives to the appropriate authority within LCAA
- * Reporting defects noted to aircraft and approved organizations for remedial action
- * Maintaining confidentiality of reports
- * Participating with operation inspectors for Operator Certification Inspection
- * Carrying out follow up audits as required

1.5.4 Maintenance Personnel Licensing

Qualification required:

- * Completion of a Basic Inspector's course and
- * Completion of a specific type rating course on specific trade

This type of duty includes:

- * Framing of examination papers
- * Assessment of answer papers
- * Conducting Oral and practical examination
- * Preparing assessment reports
- * Keeping records and observing confidentiality

1.5.5 Engineering activities

Qualification required:

- * Knowledge of LCARs

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- * Concept of Type certification
- * Introduction to Regulations from foreign CAAs (e.g. JAR, FAR)
- * Introduction to manufacturing processes
- * Modification and repair concept
- * Continued Airworthiness

This type of duty includes

- * Approval of organizations involved in design and manufacturing activity
- * Auditing of manufacturing organizations
- * Approving Major modifications and repairs
- * Acceptance of type certificates

1.5.6 Activities as directed by the Director General / DFSS

Qualification required will depend on the activity for which the inspector is utilized e.g. investigation of incident / accident, participating in inter agency meetings for promoting compliance with Airworthiness Regulations and Directives.

1.6 TRAINING FILES FOR INSPECTORS

- 1.6.1 To ensure systematic and comprehensive training of Airworthiness Aviation Safety Inspectors, it is necessary to maintain a Training File for each Inspector. The Training File records must be reviewed and updated at regular intervals.
- 1.6.2 Record of all 'On Job Training' imparted to an Inspector must be maintained in the Training File.
- 1.6.3 An ASI On Job Training Guide has been developed to assist Supervisors with the training of Airworthiness Aviation Safety Inspectors. The Guide is placed at Appendix 'B'

CHAPTER 2 INSPECTOR RESPONSIBILITIES, ADMINISTRATION, AND CONDUCT

2.1 GENERAL RESPONSIBILITIES

This chapter addresses many, but not all, of the responsibilities and standards of conduct, of Airworthiness Aviation Safety Inspectors (ASI). This section describes the general responsibilities of the Airworthiness Aviation Safety Inspector (ASI). ASIs of the Liberia Civil Aviation Authority (LCAA) play a key role in ensuring that the Liberian aviation system continues to be the safe. This responsibility for safety in air travel covers almost every facet of aviation, including the certification of aircraft and engineers/airmen; the operation and maintenance of aircraft; aircraft manufacturing; and the approval of new aircraft design. Within the Department of Airworthiness of the LCAA, ASIs are posted to various sections; and subdivided by specific position description.

2.2 SPECIFIC DUTIES OF AIRWORTHINESS AVIATION SAFETY INSPECTORS

The specific duties and responsibilities of individual airworthiness inspectors will vary somewhat depending on their technical specialty; (i.e., powerplants, avionics, airframes, etc.) which in general terms should include at least the following:

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- a) conduct inspections and carry out auditing functions;
- b) prepare detailed reports on inspections and auditing activities;
- c) enforce compliance with airworthiness regulations and directives;
- d) report breaches of regulations and directives to the appropriate authority within the LCAA;
- e) report defects noted to aircraft operators / owners / type certificate holders and approved airworthiness organizations for remedial action;
- f) conduct, in co-operation with members of the LCAA Operations Department, operator certification inspections;
- g) inspection of aviation fueling equipment and procedures;
- h) 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;
- i) monitoring the implementation of the relevant airworthiness regulations issued by the LCAA ;
- j) familiarizing himself with the content of all Airworthiness Directives, service bulletins and similar documents in respect of the aircraft (including powerplants) and equipment and monitoring the extent of implementation;
- k) reviewing engineering procedure manuals, making recommendations in respect of amendments which may be required by the LCAA prior to approval of the manual;
- l) 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 LCAA requirements;
- m) approval of preventive maintenance programs;
- n) monitoring approved operator maintenance training programs;
- o) conducting inspections of operator's route station facilities;
- p) adherence to and responding promptly where necessary to all orders/notices/circulars issued by the DFSS;
- q) using initiative to pursue any matter that needs to be attended to by the LCAA in the interest of air safety and for efficiency of the system;
- r) ensuring that confidentiality is always maintained;
- s) 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;

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- t) review, coordination and recommendation of final action on requests for validation of a type certificate;
- u) evaluation of equipment and materials to be used in aircraft construction and modifications to ensure their conformity with LCAA specifications;
- v) investigation of unsatisfactory occurrences to identify and prepare the necessary design, maintenance and operational corrections;
- w) evaluation of proposals pertinent to the design and modification of systems, instruments and equipment, including their installations;
- x) evaluations of the proposals for major repairs to aircraft and its components, powerplants, propellers, etc.;
- y) 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;
- z) investigation of major problems relating to structural defects;
- aa) 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;
- bb) 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 programs;
- cc) serving as the focal point on matters concerning import and export airworthiness certificates and approval of civil aeronautical products;
- dd) provision or loan of staff experts to assist in the investigation of aircraft accidents as and when required; and
- ee) providing administrative support and assisting in the discharge of other functions related to airworthiness.

2.4 OTHER RESPONSIBILITIES

ASIs participate in other activities, such as accident prevention, and the issuance of authorizations. ASIs also perform many other duties, including the ones that follow:

- * Make a deposition or court appearance
- * Process a voluntary surrender of an operator's certificate
- * Provide technical assistance

2.5 ADMISSION TO THE FLIGHT DECK

2.5.1 Airworthiness Inspectors in their normal course of duty have no right of access to the flight deck during a flight and therefore an ASI shall only enter the flight deck after obtaining the express approval of the PIC. The flight deck of an aircraft is a close society in which each member is proficient in his/her duties and aware of his/her responsibilities, position and rank. The introduction of an inspector into this type of environment may create a distraction and possibly add tension. The ASIs authority can be seen as a threat to the individual flight crew member. While maintaining the status of his/her own position,

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the ASI must recognize and support the Pilot-in-Command's authority unless he/she is obviously about to violate a regulation. Even in these conditions, the ASI should at first appear to be acting in an advisory capacity and only resort to the powers vested in him/her by the aeronautical legislation as a last resort.

- 2.5.2 If permitted under company rules an ASI on duty may travel on the flight deck for familiarization purposes. Under normal circumstances he shall make every effort to reserve the use of any observer seat through the operator's flight dispatch or other designated office at least 24 hours prior to scheduled departure time.
- 2.5.3 While on the flight deck, the ASI must avoid distracting the crew. The ASI is a new person to talk to, and a new source of information. A flight deck conversation can be valuable to the ASI as a source of information and to establish a good relationship with the flight crew but it must be carefully controlled so as to avoid distractions at critical times.
- 2.5.4 If an ASI has reason to believe that an aircraft is in an unsafe condition, he/she may detain the aircraft pursuant to **Civil Aviation Act, Chapter IV, section 414**. Directing Air Traffic Services (ATS), where available, to deny take-off clearance could be the best course of action. This would give the ASI more time to co-ordinate other recourses.

CHAPTER 3 SCHEME OF SERVICE, PERSONAL ETHICS AND CONDUCT

3.1 PURPOSE

This section contains direction and guidance for Airworthiness Aviation Safety Inspectors (ASI) pertaining to principles of ethics and conduct as they affect the performance of duties. Although some ASIs scenarios are listed in this section, all circumstances that an Inspector may encounter cannot possibly be covered. As Inspectors are always in the public eye, they are expected to exercise good judgment and professional behavior at all times while on and off duty.

- A. Unique Responsibilities of Airworthiness Inspectors;
ASIs are exposed to a number of circumstances that are critical to their positions and which are not pertinent to other Civil Aviation Authority (LCAA) job functions. The Inspector has the critical position of frequently interpreting and evaluating the quality of training programs, operations and maintenance manuals, pilot and mechanic performance, and overall safety activities. It is imperative that all Inspectors be sensitive to the responsibilities and demands of their positions and be objective and impartial while performing their duties. Inspectors must also be sensitive to actual as well as perceived appearances of any conflict that could disrupt the effectiveness or credibility of the Department of Airworthiness mission.
- B. Civil Aviation Authority Requirements;
Inspectors are required to comply fully with the letter and spirit of the standards of conduct as set forth by this section; and with those set forth in the Liberian Government publication. . The Authority's policy on employee conduct is designed to encourage employees to maintain a level of professionalism that will promote the efficiency of the LCAA and conform to accepted principles of conduct.

3.2.1 SCHEME OF SERVICE FOR THE DEPARTMENT OF FLIGHT SAFETY STANDARDS

3.2.1 CADRES

Director Flight Safety Standards (DFSS)	-	GL17
Manager Airworthiness (MA)	-	GL16

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Manager Operations (MO)	-	GL15
Aviation Safety Inspector (I)	-	GL14
Aviation Safety Inspector (II)	-	GL13
Aviation Safety Inspector (III)	-	GL12
Aviation Safety Inspector (IV)	-	GL10
Aviation Safety Officer (I)	-	GL09
Aviation Safety Officer (II)	-	GL08

3.2.1.1 DIRECTOR FLIGHT SAFETY STANDARDS

SALARY: GL17 as per the LCAA's Salary Structure.

RESPONSIBILITIES:

The DFSS is to perform the following duties:

- a. Co-ordination of some activities of the Airworthiness Director which cover but are not limited to matters concerning the registration of aircraft, aircraft airworthiness and type certification, type certification validation, monitoring of continuous airworthiness of aircraft operating in the country, approval of maintenance organization and training institutions as well as aviation products, certification of operators and examination of aircraft maintenance personnel for the purpose of licensing/authorization/approval, monitoring of quality of fuel supply for use in aircraft and participation in aircraft incident/accident investigations.
- b. To offer proper direction of the Department by formulating and executing operating regulations and initiating policies for the advancement of airworthiness standards. This includes establishment and constant review of the national airworthiness requirements and other pertinent instruments.
- c. Other duties towards enhancement of safety in the industry and as may from time to time be called upon to perform by the appropriate authority.

QUALIFICATION/METHOD OF ENTRY

- (i) A minimum of B.Sc in Aeronautical or Mechanical Engineering or Electronics (with Avionics bias), or equivalent qualification in the relevant engineering field, with a minimum of **20yrs** post qualification experience, at least **15yrs** of which should have been spent performing functions related to airworthiness duties.

OR

- (ii) An HND or equivalent in aircraft engineering plus a Liberian Aircraft Maintenance License, with a minimum of **25yrs** post qualification experience, at least **15yrs** of which must have been in airworthiness related duties.

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- (iii) A minimum of **10yrs** experience in management cadre and membership of a professional body will be an advantage.

ADDITIONAL REQUIREMENT

- (i) Airworthiness Course
- (ii) Advanced Management Courses
- (iii) Manufacturer course/type rating on at least two types of aircraft
- (iv) Safety Seminars, Conferences etc.

3.2.1.2 MANAGERS, AIRWORTHINESS

SALARY: GL16 as per the LCAA's Salary structure.

RESPONSIBILITIES:

The Managers are to perform administrative duties and co-ordinate their titular functions in addition to other airworthiness responsibilities that may be allotted to their Divisions as follows:

MANAGER AIRWORTHINESS STANDARDS (MAS)

- (i) To handle matters regarding Maintenance Schedules (MS), Flight Manuals (FMs), maintenance organization approval and approval of training institutions and aviation products.
- (ii) To perform airworthiness monitoring of aircraft and audit inspection of operators' organizations.
- (iii) Maintaining a record of fees collected in respect of aircraft registration, airworthiness certification, type certification, approvals, maintenance personnel examinations and licensing/authorization as well as other airworthiness services.
- (iv) To keep a record of Mandatory Occurrence Reports and other incident reports received from aircraft operators.
- (v) To perform other functions that may be assigned to the post.

MANAGER AIRWORTHINESS ENGINEERING (MAS)

- (i) To handle matters regarding type certification, type certification validation and initial airworthiness certification of aircraft to be registered and operated in Liberia.
- (ii) To keep track of and compile Airworthiness Directives (ADs), Service Bulletins (SBs), Service Letters (SLs) and other technical publications in respect of aircraft operating in Liberia, with particular emphasis on those in the Liberian register of aircraft, and to initiate issue of Liberian ADs, airworthiness notices and other documents related to airworthiness of aircraft.

Examines and makes recommendations on optional SBs, while commenting on or offering further suggestions on ADs, and mandatory SBs. Handles all issues raised by operators in respect of accomplishment of SBs and ADs.

- (iv) To determine/recommend/devise means of enhancing airworthiness of aircraft with particular emphasis on structural integrity.

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- (v) To handle registration of aircraft and aircraft mortgages and maintain the aircraft registry.
- (vi) Provision of advice on technical matters relating to flight operations.
- (vii) Development of airworthiness standards and procedures in line with the Standards and Recommended Practices of the International Civil Aviation Organizations (ICAO).
- (viii) Preparation and recommendation of regulatory changes and amendments thereto.
- (ix) Identification and resolution of airworthiness regulatory problems.
- (x) Determination of the need for and making recommendations for new or amended airworthiness policies and procedures.
- (xi) Investigation and co-ordination with the monitoring division, of major defects discovered in the aircraft.
- (xii) Examination of current and new national and foreign airworthiness design standards to determine the need for adoption.
- (xiii) Any other airworthiness duties that may be assigned.

ASSISTAND MANAGER POWERPLANT (AMP)

- (i) To conduct ramp and en-route inspection of aircraft.
- (ii) Contribution to AMEL Examination.
- (iii) To handle approval of aviation product.
- (iv) To handle approval of Company Exposition and Engineering Procedures Manual in respect of allocated operators.
- (v) To conduct inspection of fuel farms.
- (vi) To handle approval of C of A flight test schedule.
- (vii) To handle C of A issue/renewal for the assigned operators.
- (viii) To conduct Aircraft Maintenance Organizations (AMO) inspection.

QUALIFICATION/METHOD OF ENTRY

- (i) A minimum of B.Sc in Aeronautical or Mechanical Engineering or Electronics (with Avionics bias) or equivalent engineering qualification in the relevant field, with at least **15yrs** post qualification experience, a minimum of **10yrs** of which should have been spent performing functions related to airworthiness matters OR
- (iv) An HND or equivalent in aircraft engineering plus a Liberian Aircraft Maintenance License, with a minimum of **18yrs** post qualification experience, at least **10yrs** of which must have be in airworthiness related duties.
- (v) A minimum of **5yrs** experience in management cadre will be an advantage.

ADDITIONAL REQUIREMENT

- (i) Aircraft Manufacturers Courses
- (ii) Airworthiness Courses
- (iii) Advanced Management Courses

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ASSISTANCE MANAGER AVIONICS (AMA)

SALARY: GL15 as per LCAA's Salary Structure.

RESPONSIBILITIES: The AMAs will assist Manager, Certification in the discharge of his duties and responsibilities as follows:

ASSISTANT MANAGER AIRCRAFT SYSTEM (AMAS)

- (i) Ramp and en-route inspection of aircraft.
- (ii) To handle matters regarding approval of Maintenance Schedule (MS), Flight Manual (FM) and Minimum Equipment Lists (MEL) in respect of allocated aircraft.
- (iii) To handle appraisal of Airworthiness Directives (ADs), Service Bulletins (SBs), Service Letters (SLs) etc for notification to operator i.e. (all operators).
- (iv) To handle appraisal of Company Exposition and Engineering Procedures Manual.
- (v) To handle Aircraft Maintenance Organizations (AMO) Inspection.
- (vi) To handle registration/deregistration of aircraft and registration of interest in/and mortgage an aircraft.
- (vii) Contribution of AMEL Examinations.
- (viii) To handle approval of C of A Flight Test Schedule.
- (ix) To conduct inspection of fuel farms.
- (x) To handle C of A issue/renewal for the assigned operators.

ASSISTANCE MANAGER STANDARD AND CERTIFICATION II) (AMSC)

- (i) To conduct ramp and en-route inspection of aircraft.
- (ii) To handle development of Airworthiness Standards and Requirements.
- (iii) To handle matters regarding Aircraft Type Certification and Certification Validation.
- (iv) Appraisal of Company Exposition and Engineering Procedures Manual in respect of allocated operators.
- (v) To handle Aircraft Maintenance Organizations (AMO) Inspection.
- (vi) To handle approval of C of A Flight Test Schedule.
- (vii) To conduct inspection of fuel farms.
- (viii) To handle C of A issue/renewal for the assigned operators.

QUALIFICATION/METHOD OF ENTRY

- (i) A minimum of B.Sc in Aeronautical or Mechanical Engineering or Electronics (with Avionics bias) or equivalent engineering qualification in the relevant field, with at least **15yrs** post qualification experience, a minimum of **10yrs** of which should have been spent performing functions related to airworthiness matters.

OR

- (ii) An HND or equivalent in aircraft engineering plus a Liberian Aircraft Maintenance License, with a minimum of **18yrs** post

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qualification experience, at least **10yrs** of which must have be in airworthiness related duties.

- (iii) A minimum of **5yrs** experience in management cadre will be an advantage.

ADDITIONAL REQUIREMENT

- (i) Aircraft Manufacturers Courses
- (ii) Airworthiness Courses
- (iii) Advanced Management Courses

3.2.2 ASSISTANT MANAGER(S), LOFA, SINOE, GRAND GEDEH REGIONAL OFFICES

- (1) Vetting application for Certificate of Airworthiness (C of A) and Maintenance Clearance Certificate (MCC) and ensuring that correct payment of statutory fees have been made in respect of the application.
- (2) To refer applications for C of A or MCC issue to headquarters for determination after vetting.
- (3) Renewal of Certificate of Airworthiness or MCC. The reports of these must be submitted to headquarters within 5 days of action.
- (4) Issuance of Ferry Permits.
- (5) Vetting of applications for the issue, renewal/and variation of Air Operator's Certificate (AOC) and referring the same of headquarters for further necessary action.
- (6) Airworthiness Surveillance of aircraft i.e. continuing airworthiness supervision/monitoring of assigned aircraft including frequent ramp inspection and monitoring of checks and furnishing the reports of these to headquarters on a monthly basis.
- (7) Preparation of Examination questions for Aircraft Maintenance Licenses (AMLS) in respect of aircraft types handled in the region and submitting these to headquarters for further necessary action.
- (8) Production of Annual Maintenance Chart for the aircraft assigned to the Region.
- (9) Production of C of A, MCC, AMO and AOC status report on aircraft/ organizations in the region including maintenance of records of all training institutions, CSAMs0.
- , Pilots and Flight Engineers operating in the regions and rendering of monthly returns to DFSS on these.
- (10) Ensuring that the Maintenance Manual, Maintenance Schedule, Flight Manual, Service Bulletins and Airworthiness Directives and other continuing Airworthiness documents in the Library are available and up to date before embarking on C of A renewal of assigned aircraft.
- (11) Holding quarterly meetings with the DFSS on activities in the region.
- (12) Vetting of Maintenance Schedules, Flight Manuals, Minimum Equipment List (MEL), Company Exposition, Engineering Procedures Manual etc and making recommendations on the same to headquarters for find approval.
- (13) Aircraft Maintenance Organizations (AMO) quarterly audits and submission of recommendations of these to headquarters for approval.
- (14) Ensuring that all technical problems emanating from safety inspection of aircraft are being evaluated, brought to the attention of headquarters and solved by issuance of relevant corrective directives.
- (15) Conduct periodic meetings with airline quality assurance to discuss ways and means of maintaining quality standards.
- (16) Vetting of applications for the issue of renewal of Aircraft Maintenance Licenses for personnel in the region and referring these to headquarters for final action.

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- (17) Making arrangements for the conduct of Pilots Technical Examinations and AML written or oral examinations in the regions by headquarters staff.
- (18) Supervision of Aeronautical Training Institutions in the regions and furnishing of regular (quarterly) reports on their status.
- (19) Generally monitoring of civil aviation activities as regards airworthiness in their areas of jurisdiction for compliance with provisions of the Air Navigation Regulations and other pertinent operating regulations.
- (20) Processing applications for approval of training institutions and forwarding the same of headquarters for further necessary action.
- (21) Investigation of major defects discovered in aircraft.
- (22) Evaluation of engineering fixes (repairs) on aircraft in the regions.
- (23) To determine the training needs of staff of the regional office and submit a training program to headquarters for approval and implementation.
- (24) Follow up action on Mandatory Occurrence Report (MOR).
- (25) En-route/station inspections as planned within the departmental program of such inspections.
- (26) Inspection/Monitoring of fuel farms in the regions.
- (27) Approval of Engineering/Maintenance aspect of Ground Handling Companies in the region.
- (28) Making recommendations on Maintenance Arrangements on aircraft in the region, for approval by headquarters.
- (29) Participation in Incident/Accident Investigation.
- (30) Examination of request for TBO escalation or concession/extension on checks, ADS, etc and forwarding recommendation to headquarters for final approval.
- (31) Any other duties as may be assigned from time to time.

QUALIFICATION/METHOD OF ENTRY

- (i) A minimum of B.Sc in Aeronautical or Mechanical Engineering or Electronics (with Avionics bias) or equivalent engineering qualification in the relevant field, with at least **15yrs** post qualification experience, a minimum of **10yrs** of which should have been spent performing functions related to airworthiness matters.
OR
- (ii) An HND or equivalent in aircraft engineering plus a Liberian Aircraft Maintenance License, with a minimum of **18yrs** post qualification experience, at least **10yrs** of which must have been in airworthiness related duties.
- (iii) A minimum of **5yrs** experience in management cadre will be an advantage.

ADDITIONAL REQUIREMENT

- (i) Aircraft Manufacturers Courses
- (ii) Airworthiness Courses
- (iii) Advanced Management Courses

3.2.2.1 PROCEDURES/GUIDELINES FOR REGIONAL OFFICES

The following procedures/guidelines are applicable to the functioning of the regional offices:

- a. The regional office should submit a detailed program of its quarterly audit (AMO/AOC) inspection of organizations in its area. Officers from the Headquarters will from time to time be assigned to join the regional office for this exercise.
- b. The leave roster of officers in the regional offices should be submitted to the HQ at the beginning of the year (before 31st January of each year) so that relief officers can be sent to these offices as necessary.

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- c. Prior to undertaking any overseas assignments (e.g. C of A issue/renewal/maintenance audit, AMO Approval Renewal, Training, etc) the regional office must seek and obtain in writing, the approval of the Headquarters.
- d. Posting of officers to the regional offices will normally be reviewed every two (2) years.
- e. The Head of Airworthiness in the regional offices will report to the GM (Airworthiness Standards) on all airworthiness matters.
- f. Regional offices shall not perform functions except those that are prescribed by the Director in the attached schedule of duties or as directed/approved from time to time. Violation of this may lead to query/suspension/reposting of guilty officers.
- g. Regional offices shall keep duplicate files of operators and respective aircraft which shall contain the following data:
 - i. Photocopies of Approval of Maintenance Organizations (AMO)
 - ii. Photocopies of Inspection Reports (both initial and renewal reports/audits)
 - iii. Records of Accountable Manager and key technical personnel of operators and Approved Maintenance Organizations.
- h. Regional offices shall keep Operator's AMO, copies of AOC reports and manuals submitted for such exercises.
- i. Regional offices shall keep copies of AOC, C of R, C of A, personnel authorizations etc.
- j. Regional offices shall keep copies of aircraft manuals of Maintenance Schedule, IPC, Engine, Manuals etc and other documents submitted by operators for Type Certification, Registration and Certificate of Airworthiness exercises.
- k. All airworthiness functions shall be conducted in accordance with the Airworthiness Policy and Procedures Manual, airworthiness inspectors handbook and airworthiness checklist to ensure standardization with the Headquarters and other regional offices.
- l. Audit of the regional offices will be conducted at least once a year to ensure procedures are adhered to.

3.2.3 ASSISTANT MANAGER (HEADQUARTERS)

- (i) To conduct ramp and en-route inspection of aircraft.
- (ii) To handle Maintenance Personnel Approval/Authorization
- (iii) Coordination of AMEL Examination
- (iv) To conduct Aircraft Maintenance Organizations (AMO) Inspection.
- (v) To handle approval of Training Institution.
- (vi) To handle matters regarding the appraisal of Company Exposition and Engineering Procedures Manual.
- (vii) To conduct inspection of fuel farms.
- (viii) To handle approval of C of A Flight Test Schedule (at headquarter only).
- (ix) To handle issue/renewal of C of A for aircraft used by assigned operators.

3.2.4 OTHER AIRWORTHINESS SUPERVISORS

All other officers from Airworthiness supervisor down are grouped under the assistant manager who assigns them duties and responsibilities in line with allocated responsibilities of each group.

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Entries into the different levels are either by promotion or direct absorption from outside based on qualifications and experience.

3.2.5 ADVANCEMENT BEYOND THE GRADE

In accordance with LCAA's "Staff Condition of Service" and subject to availability of vacancy.

3.3. ON-THE-JOB ETHICS AND CONDUCT

The conduct of an ASI has a direct bearing on the proper and effective accomplishment of official job functions and responsibilities. Inspectors are required to approach their duties in a professional manner and to maintain that attitude throughout their activities. Through their conduct, Inspectors working in direct contact with operators, and with the public, bear great responsibility in the determination of public perception of the LCAA.

A. Rules of Conduct. All Inspectors must observe the following rules of conduct:

- * Report for work on time and in a condition that will permit performance of assigned duties
- * Render full and industrious service in the performance of their duties
- * Maintain a professional appearance, as appropriate, during duty hours
- * Respond promptly to directions and instructions received from their supervisor
- * Exercise courtesy and tact in dealing with co-workers, supervisors, and members of the public
- * Obtain approval of all absences from duty
- * Inspectors may not use or permit others to use LCAA equipment, property, or personnel for other than official business
- * When duties concern the expenditure of public funds, have knowledge of and observe all applicable legal requirements and restrictions
- * Inspectors shall not disclose or discuss any classified information or "official use only" information unless specifically authorized to do so
- * Observe the various laws, rules, regulations, and other authoritative instructions, including all rules, signs, and instructions relating to personal safety
- * Uphold with integrity the public trust involved in the position to which assigned

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- * Report known or suspected violations of law, regulations, or policy through appropriate channels
- * Not engage in private activities for personal gain or any other unauthorized purpose while on government property
- * Give any supervisor or official conducting an official investigation or inquiry all information and testimony about all matters inquired of, arising under the law, rules, and regulations administered by the LCAA
- * Not use illicit drugs or abuse alcohol or other substances
- * Not participate in telephone eavesdropping (Advance notice must be given whenever any other person is placed on the line for any purpose whatsoever). An advance verbal warning must be given when an automatic recording device or a speaker telephone is used. The use of recording devices, portable or otherwise, on telephones shall be limited to areas involving air safety.)
- * Not make irresponsible, false, or defamatory statements that attack, without foundation, the integrity of other individuals or organizations (Inspectors are accountable for the statements they make and the views they express.)

Inspectors must always keep in mind, no matter how trying the circumstances, that they are visible representative of the regulatory agency. In their direct contact with a dynamic highly organized and high profile industry it is crucial that the inspector project a strong professional image.

3.4. OUTSIDE EMPLOYMENT, FINANCIAL INTERESTS, AND GIFTS

- A. **Business Interests.**
ASIs and their immediate families should seek clarification and guidance before engaging in any airline or other business activity for which the LCAA has oversight responsibility. If an Inspector holds any interest that may give the appearance of impropriety, the Inspector should immediately consult his superior and the legal department for a determination.
- B. **Conflict of Interest.**
Inspectors may hold employment or own businesses that do not present a conflict of interest with their official job functions. Inspectors who wish to participate in outside aviation activities (such as flight instruction, commercial flying, or any other aviation-related activity) should seek clarification and approval from the Director General.
- C. **Public Speaking.**
Inspectors may not receive payment for speaking on issues that deal with their official job functions. Teaching or instructing at colleges, universities, or vocational schools may be acceptable, but should be coordinated and approved by the Director General.
- D. **Fund Raising.**
ASIs may not participate in fund raising or soliciting donations from any business or activity for which their office is assigned oversight responsibility. Exceptions to this requirement may exist for donation of prizes/gifts for speakers in aviation safety seminars arranged under the aviation safety program. They should, however, seek official approval.

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- E. Gifts / Avoiding Conflict of Interest.
 Gifts should be accepted only when the Inspector knows that the gift will not give the appearance of a conflict of interest.

NOTE: Inspectors shall exercise the utmost discretion when giving or receiving gifts.

3.5 DRESS

- 3.5.1 ASIs should be aware that their personal appearance affects their professional image; therefore, they should adhere to the guidelines below:
- (a) On visits to air operator facilities, ASI should dress semi-formally (tie for men, dress or slacks for women or any other national dress as per convention).
 - (b) During training ASIs dress should be compatible with the air operator's practice but should lean towards formality.
 - (c) During in-flight inspection, the sight of a non-uniformed person moving in and out of the flight deck can be disturbing to hijack - conscious passengers. For this reason, ASIs should maintain a low profile, dress conservatively, restrict movements between cabin and flight decks and wear the ASI Credentials/On-Duty Card (ODC).
 - (d) When conducting ASI duties at an airport, the ASI Credentials/On-Duty Card (ODC) must be worn at all times on the ramp and air-side of the terminal

3.6 ACCOUNTABILITY AND DISCIPLINE

- 3.6.1 This disciplinary code and procedure serves as a guide to DFSS employees and although the disciplinary action recommended in terms of this procedure does not cover each and every possible transgression that may occur, DAWS will use its discretion within the framework and the spirit of the disciplinary procedure of LCAA, as well as the Public Service Rules.
- 3.6.2 Disciplinary steps should not be applied lightly and the responsibility for the implementation thereof should pass with all Managers and Directors.
- 3.6.3 In general, disciplinary steps should firstly be educational and secondly correctional and should only be applied if previous steps have proven ineffective.
- 3.6.4 Similar transgressions, in similar situations, must as far as possible receive similar treatment by implementing similar measures.
- 3.6.5 Disciplined behavior is needed to maintain proper order and for the safety of all individuals and the successful attainment of LCAA's vision and image as a professional organization.
- 3.6.6 It is essential that all employees are aware of the behavioral norms and standards expected of them within DFSS.
- 3.6.7 The disciplinary policy must be applied firmly and consistently to ensure that all employees are treated in a fair and similar manner.

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- 3.6.8 Should an employee contravene the rules of DFSS, discipline in terms of this policy should be applied. That means that there must be a thorough investigation regarding the alleged conduct of the employee concerned and a clear establishment of guilt or otherwise by careful consideration of all the facts pertaining to each case and situation before disciplinary action can be taken.
- 3.6.9 Disciplinary action must always be applied as soon as practicably possible. It must be applied in a firm and fair manner.

3.7 DISCIPLINARY STEPS

3.7.1 Steps

- (a) Managers and Sectional or Unit Heads may at any time reprimand an employee without initiating a formal warning. This may be done by way of a verbal notice, in which case no entry is to be made on the employee's personal file.
- (b) There are three (3) levels of written warnings dependent on the seriousness of the transgression.
- First Warning;
 - Second Warning; and
 - Final warning.

3.7.2 First Warning

May be given due to the repetitive nature of transgression for which a verbal warning has already been given, or for a first transgression as referred to in the DFSS Disciplinary Matrix.

3.7.3 Second Warning

Serious warnings can be given after a further transgression within a period of a pending written warning (Note: the period for which a written warning is valid is related to the seriousness of the offence. However, under normal circumstances warnings will be valid for a period of at least 6 months, but not exceeding 12 months) or for a first transgression as referred to in the DFSS Disciplinary Matrix.

3.7.4 Final Warning

Final warnings are issued for a further transgression during a period in which a serious warning is still pending or for a transgression as listed in the DFSS Disciplinary Matrix.

3.7.5 Suspension

Suspension can be implemented if DFSS is of the opinion that a disciplinary investigation against a certain employee is of such a serious nature that it is desirable for the employee not to be present on the business premises during the investigation, in which case such an employee's service should be suspended on

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full remuneration, pending the outcome of the investigation, where after an enquiry can be implemented.

3.7.6 Dismissal

Dismissal is the final disciplinary step that can be taken against an employee if:

- a. Other disciplinary steps have failed;
- b. After a final warning a further transgression is committed; and
- c. If the transgression is of such a serious nature that it amounts to a serious severance of the employee's contracted obligations towards DFSS (LCAA) or third parties or in terms of the DFSS Disciplinary Matrix.

3.7.7 Aspects that should be considered during the implementation of disciplinary steps are as follows:

- a) The disciplinary measures that should be implemented in a particular case should be viewed against the background of the seriousness of the transgression as well as the service and disciplinary record of the employee.
- b) It must be kept in mind that certain aspects of a case may aggravate or mitigate a transgression. An employee with a good and long service record can for instance be handled more leniently during a first transgression. A transgression by an employee who is expected to set an example can be regarded in a more serious height. Should managers transgress, such a transgression aggravates his/her position. Should reliability be imperative for a certain job, any form of breach of trust will aggravate the transgression.
- c) The consequence of the transgression for co-employees and the business of LCAA and its clients must be taken into consideration.
- d) DFSS/LCAA may decide to view a transgression in a wordless serious height due to aggravating/mitigating circumstance and thus make a decision different for what was applied to a similar transgression; in such a case, the reason for such a decision must be conveyed to the employee and must also be noted on the employee's personal file.

3.7.8 Transgression where suspension is advisable:

An employee should immediately be suspended from his/her workplace upon having committed or having been involved in one of the following transgression:

- 1) Serious assault;
- 2) Use of alcohol or drugs during work period;
- 3) If considered by DFSS to be incapable of performing his/her duties due to, one of temperament, insanity, loss of memory etc;
- 4) Rebellions or riotous behavior;
- 5) Threats of violence or violent behavior;
- 6) Any intentional or negligent act endangering the well-being of co-employees or which may have resulted to LCAA property or loss to any clients of the business;
- 7) Abusive or provocative language which could result in disturbance of the peace;
- 8) Insubordination of a serious nature effecting office morale and discipline;

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- 9) Resistant refusal to obey or adhere to law-talk and reasonable instructions and/or request e.g. persistent lateness to work;
- 10) Unlawful possession or appropriation of LCAA's property or co-employee's property;
- 11) Theft;
- 12) Any other reason regarded as sufficient grounds for instant dismissal within the discretion of management;

Employees should be given the opportunity to defend themselves against allegation which may not necessarily assume the nature of a formal enquiry, depending on the nature of the allegation.

3.7.9 Rights to Appeal

- a) Should an employee be dismissed, such an employee must be reminded of his/her right to appeal against the outcome of the enquiry and his/her right to refer the matter to a court of law.
- b) The appeal must be lodged within five (5) days of the enquiry chairperson's decision being conveyed to the employee.
- c) A prescribed appeal form should be provided by DFSS for this purpose.
- d) The appeal should be presided over by a DFSS manager.

3.7.10 The following considerations apply in cases of termination of service due to poor work performance:

- a. whether or not the employee failed to meet a performance standard; and
- b. if the employee did not meet a required performance standard whether or not:
 - the employee was aware, or could reasonably be expected to have been aware, of the required performance standard;
 - the employee was given a fair opportunity to meet the required performance standard; and
 - dismissal was an appropriate sanction for not meeting required performance standard.

3.7.11 An employee is entitled to representation by a fellow employee of their choice during disciplinary steps.

3.8 DISCIPLINARY MATRIX

It is important to note that the possible disciplinary measures listed here are not maximum measures and merely serve as a guideline to those responsible for the application of this Disciplinary Matrix. Each case should be considered on its own merits and in the light of the evidence given and representations made. The chairperson shall, where circumstances permit, be entitled to apply a lesser disciplinary measure than is provided for as a guideline herein.

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Chapter 4 AIRWORTHINESS AVIATION SAFETY INSPECTOR (ASI) CREDENTIALS

4.1 GENERAL

This section contains information for Inspectors concerning the types of Airworthiness Aviation Safety Inspector (ASI) credentials and the Inspector eligibility requirements and application procedures for those credentials. This section also contains direction and guidance to be used by Inspectors when employing ASI credentials during the performance of inspector tasks.

4.2 TYPES OF CREDENTIALS

ASIs are issued two types of credentials: (1) LCAA Inspector Identification that identifies the Inspector as an "Authorized Person" for the purpose of Rule (LCAA Order No 1 AIH-1.10.8 and 1.10.9) of the Civil Aviation Rules/Regulation and authorized to perform the duties and exercise the powers under said rule; and (2) On-Duty Card (ODC) from Airports Security which provides for access to different areas of any Liberian airport and aircraft, as indicated on the credential

4.3 ELIGIBILITY REQUIREMENTS

ASIs assigned to positions involving air transportation inspections and audits are eligible to receive the LCAA credential; however, the inspector must have also completed a "Basic Airworthiness Inspector" course. To be eligible for the Airport credential, the ASI must possess (or be concurrently issued) the LCAA credential; have fulfilled the requirements set forth in this handbook authorizing the conduct of ramp inspections; and have a job function that requires the conduct of inspections.

4.4 APPLICATION PROCEDURES

Inspectors shall apply for the two credentials by completing an application for a LCAA Inspector Credential and an ASI Credentials/On-Duty Card (ODC) in accordance with the procedures. (States may specify their own procedure) To expedite the issuance of the credentials, the application may be initiated before the inspector meets the training and qualification requirements outlined in this manual.

4.5 USE OF CREDENTIALS

Although the credentials contain the general authorization for the inspector to conduct LCAA work functions, specified work functions may only be performed after the inspector has been authorized by an appropriate supervisor and has satisfied the training and qualification requirements specified in this handbook. The work functions for the two credentials are as follows:

- A. LCAA Inspector Credential.
The LCAA Inspector credential identifies an individual as an "authorized Person" for the purposes of (LCAA Order No 1 AIH-1.10.8 and 1.10.9) of the Civil Aviation Rules/Regulations and authorizes that individual to perform the duties and exercise the powers under the rules. These official duties include the conduct of ramp inspections.
- B. On Duty Card (ODC).
The Airport Functionary credential, ODC (On-Duty Card), contains authorization for an inspector to be given free and uninterrupted access to restricted areas at airports governed by the LCARs while the inspector is performing official duties. These official duties include those types of inspections such as ramp inspections etc. An inspector must display this credential on an outer garment to be permitted entry into airport secured areas, and while working in these areas. While employing the ODC Airport Functionary credential, inspectors should consider the following procedures:

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- (1) **Physical Barriers.**
Although this credential is an authorization for inspectors to be in secured areas, for physical barriers such as locked doors and gates, an inspector may need to seek local assistance to gain access. Inspectors should ask at the time of entry if the operator has any specific security program practices and procedures that need to be followed.
 - (2) **Passenger Screening Points.**
Inspectors approaching passenger screening points may not bypass that screening; however, if the inspector is unable to afford the delay that may be involved in passenger screening, then arrangements should be made with the airport or operator personnel to enter the secured areas at other entry points.
- C. **Lost or Stolen Credentials.** If either one or both of these credentials are lost, stolen, or damaged, the inspector should report the occurrence immediately to the inspector's supervisor and to the Director of Flight Safety Standards.

APPENDIX 'A'

ASI On-Job-Training Guide

The following guide has been developed to assist Supervisors with the training of Airworthiness Inspectors. It is only a guide and should not be considered limiting. Some of the subject areas are dealt with into in greater detail in other manuals and these manuals should be used to assist with training (i.e. ASI Manual, W & B Manual).

Airworthiness Inspector (ASI) activities often interact with Operations, Cabin Safety (CS), Dangerous Goods (DGs). These specialty activities are briefly mentioned within this checklist.

The following Branches will normally deal with issues listed:

Operations:

- Ramp inspections *
- Cabin en route inspections *
- Cockpit en route inspections
- Pilot proficiency and competency checks for operators
- FE proficiency checks for operators

Cabin Safety:*

- Safety Features Cards
- Cabin Attendant Manuals
- Cabin Attendant Training Programs

Dangerous Goods:

- Company Operations Manual DGs Chapter Review
- Company DGs Permit(s) for Equivalent Level of Safety
- DGs Specialty Audits and Inspections
- DGs Cargo Facility Inspections
- DGs Random Ramp Inspections
- DGs Passenger Terminal Inspections
- DGs Surveillance Operations
- DGs Packaging Inspections
- DGs Investigations and Compliance Actions
- Company DGs Records and Document Retention programs

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ICAO Doc 9284 Technical Instructions for Safe Transport of DG, by Air

This checklist has been written with the intent of capturing most activities encountered by Air Carrier Airworthiness Inspectors. It is not meant to reflect specific tasks, such as certain office routines or methods on how particular situations are dealt with.

Note: * If these Inspectors are not available / catered for in the organization, the qualified ASIs shall be entrusted with these activities as deemed appropriate by the Manager of Airworthiness.

It is therefore essential that Air worthiness Inspectors (Maintenance) who are assigned to Transport Airlines / Air carrier oversight responsibilities, are also trained on such issues as Cabin Safety, Carriage of Dangerous goods, en route inspection etc.

Since the responsibility of Inspectors is mainly implementing the civil aviation requirement and various rules and orders, their knowledge on the subject must be current, as such a periodic refresher of the same is considered imperative. Such refresher courses should be program at least once in two years.

In addition to this the various Airworthiness courses discussed earlier e.g. Basic I, Basic II and Advanced Course be imparted to the inspectors at an interval of three to five years. The time gap of repetition for such course will depend on the place of positioning of the inspector and the responsibility he is endowed with.

The inspectors who hold Aeronautical Licenses as qualification must undergo refresher courses on the type at an interval of every two years (or specify period agreed for the engineers in the Industry). Persons having licenses on more than one type of aircraft should attend refresher courses, on at least one type every two years or agreed period. It is advisable that the inspector attends the refresher course on aircraft which is more complicated in technology among the types of aircraft he is qualified.

APPENDIX 'B'

ASI ON - JOB - TRAINING ACTIVITY CHECKLIST

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Section 1 - Office Administration Activities.....

Section 2 - Airworthiness Activities (Admin).....

Section 3 - Field Activities.....

Section 1 - Office Administration Activities

- 1. Meet the staff and discuss a brief outline of their responsibilities.**
- 2. Review the following documents.**
 - 2.1 Job Description
 - 2.2 Delegation of Authority
 - 2.3 Access to Information
- 3. Explain Office Procedures and Policy.**
 - 3.1 Approval of Leave
 - 3.2 Working Hours
 - 3.3 Employee In/Out Board

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- 3.4 Vehicle Sign Out
 - 3.4.1 Procedures for accident reporting
- 3.5 Personal vehicle use
- 3.6 Inspector Scheduling System
 - 3.6.1 Booking of rides
 - 3.6.2. Use of receipt book

4. Explain Administrative Procedures.

- 4.1 Forms, training.
- 4.2 Travel Claims and Advances
- 4.3 Cheque Pick-up
- 4.4 File Register - Correspondence
- 4.5 Work at home

5. Review Documents:

Civil Aviation Rules/Regulations
 Airworthiness Inspector Handbook
 Manual of Regulatory Audits (If available)
 MMEL /MEL Policy and Procedures Manual
 Policy Letters
 Air Safety Circulars
 Air Navigation Orders
 Enforcement/Compliance Manual
 ICAO Annexes 1 to 18
 ICAO Docs 9051- AN/896 Airworthiness Technical Manual
 9365-AN/910 Manual of All Weather operation
 9379-AN / 916 Manual for procedures for establishment and management of a state's Personnel Licensing System,
 9389- AN/919 Manual for procedures for an Airworthiness Organizations.
 9401- AN/921 Manual on establishment and operation of Aviation Training Centers.

9501- AN/ 929 Environmental Technical Manual on the use of Procedures in the Noise Certification of Aircraft
 9574- AN / 934 Manual on implementation of R.V.S.M
 9642-AN/ 941 Continuing Airworthiness Manual
 9654-AN/ 945 Manual on prevention of problematic use of substances in the aviation work place.
 Circular 253-AN/151 Human Factor Digest No 12 (Human Factor in Aircraft Maintenance and Inspection)
 7300 Convention on International Civil Aviation

6. Training

6.1 Review Training Policy Letters.

6.2 Training Calendar of Courses

- 6.2.1 Basic Airworthiness Inspector Course
- 6.2.2 Advance Airworthiness Inspector Course (To include - ETOPS, CAT II & III, RVSM/MNPS, MMEL)
- 6.2.3 Audit Policy and Procedures Course
- 6.2.4 Aircraft Performance Course (Depending on Assigned Duties)
- 6.2.5 Aircraft Type Training (as required)

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- 6.2.6 Aviation Safety Promotion Course (Depending on Assigned Duties)
- 6.2.7 Accident Investigation Course (Depending on Assigned Duties)
- 6.2.8 Personnel Licensing Course (Depending on Assigned Duties)

6.3 Personal Development

- 6.3.1 Development Course
- 6.3.2 Computer and Work Processing Courses

Section 2 - Airworthiness Activities (Admin.)

1. Process Applications for Operating Certificates
 - 1.1 Check and confirm application is complete
Inspector must know:
 - a) what comprises a complete application package
 - b) refer to Certification Manual and Airworthiness Inspector's handbook and ICAO Doc 8335
 - c) details required to complete application
 - d) what form application should take
 - 1.2 Circulate forms to appropriate departments
Inspector must know:
 - a) which sections share certification responsibilities
 - b) what forms to circulate
 - 1.3 Verify management personnel qualifications
Inspector must know:
 - a) what qualifications are required from LCARs
 - b) whether the qualifications submitted are consistent with company operations
 - 1.4 Review manuals to ensure they are compatible with requirements
Inspector must understand:
 - a) the requirements of the LCARs
 - b) that Inspection/Engineering Manual must accurately reflect carrier's operation
 - c) Training Manual
 - d) Complete check list in respect of this functional area.
 - 1.5 Recommend required approvals
Inspector must know:
 - a) how to make an overall assessment of company submission to ensure compliance with terms of license and applicable LCARs
 - b) how to complete all relevant forms
 - c) the Certification Manual
 - d) what approvals are required for each aircraft's Maintenance Program
 - e) approve training program
Program should include:
 - (i) A/C Type (To Include type course, and simulator / C.P.T experience including ground running of engines.)
 - (ii) MEL
 - (iii) Company Procedures.

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- 1.6 Arrange for Base Inspection
Inspector must know:
- a) how to plan and conduct an initial inspection as per Manual of Regulatory Audits / Airworthiness Inspector's handbook;
 - b) who to contact to make arrangements
 - c) Complete check list of relevant functional area.
- 1.7 Ensure file is complete.
The inspector must know:
- a) How to make annotations/remarks on a file
 - b) How to record reference for findings
 - c) Follow up action if any.
2. Process amendments to Engineering Manual and Operations specifications (or equivalent doc.)
- 2.1 Confirm change is consistent with regulations, operation and scope of approval
Inspector must know the:
- a) scope of the approval
 - b) operator's authority
- 2.2 Advise operator of necessary changes (if required)
Inspector must know:
- a) the standards relative to change requested
 - b) effective writing techniques
- 2.3 Verify accuracy of final draft
- 2.4 Recommend acceptance/approval
- a) differentiate between approvals and acceptances
 - b) recommendation procedure
3. Minimum Equipment List Approvals
- 3.1 Compare proposed MEL to MMEL
- a) research standards, legislation, requirements and procedures
 - b) study aircraft systems
 - c) discuss with appropriate counterpart in Department of Operations
 - d) purpose of proposed MEL
 - e) reference of master MEL
- 3.2 Ensure proposed MEL does not conflict with any legislation or design standard
- a) review pertinent legislation
 - b) obtain concurrence from Operations Department
- 3.3 Ensure proposed MEL is appropriate to operation
- a) review particular type of operation
- 3.4 Recommend changes to MEL/MMEL

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Inspector must be familiar with:

- a) minimum equipment required for proposed type of operation
- b) the approving authority for MEL's

3.5 Issue approval

- a) follow the normal approval procedure.

4. Special approval if requested.

- a) Operation in R.V.S.M area
- b) Category II and III operation

4.1.1 The inspector must be aware of the technical requirement

4.1.2 Organizations must prepare and submit specific Maintenance Program for approval

4.1.3 Inspector must ensure program meets the component and aircraft manufacturer's recommendations and country's C.A.Rs.

4.1.4 Ensure that the operator is equipped to carry out all the inspection items.

4.1.5 Ensure specific training is given specially designated personnel for authorizing such flights.

5. Regulatory Compliance Investigations

5.1 Conduct preliminary investigation

- a) how to collect information
- b) how to complete Preliminary Investigation Report

Section 3 - Field Activities

1. Aircraft Inspections

1.1 Inspect aircraft documents

- a) documents that are required
- b) C of A requirements
- c) registration and leasing requirements
- d) radio License
- e) weight and balance report, amendments and validity
- f) aircraft flight manual, supplements and amendments
- g) journey log, hold items, MEL
- h) release for flight

1.2 Inspect instrumentation and associated communication and navigation equipment

- a) instruments and communication/navigation equipment required for the particular type of operation
- b) instrument markings
- c) compass card validity
- d) auto-pilot/Stabilization Augmentation Systems

1.3 Inspect emergency equipment and emergency exits

- a) safety equipment
- b) proper exit marking and lighting

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- c) exit accessibility
 - d) ELT requirements
 - e) fire extinguishers
- 1.4 Check safety information is available and adequate
- a) requirements
 - b) acceptable format
 - c) where located
 - d) Passenger, Safety Information Card
- 1.5 Inspect cargo restraint system and other auxiliary equipment
- a) operate load release systems
 - b) restraining loads
 - c) various methods of restraint
 - d) external load release
 - e) external load methods
 - f) segregation (DGs)
2. Ramp Checks
- 2.1 Documents on board
- 2.2 Emergency equipments on board.
- 2.3 Compliment of cabin crew
- 2.4 External check by crew member
- 2.5 Release to service by appropriate person
- 2.6 Use of MEL/ Deferred defect
- 2.7 Release for special operation like ETOPS, RVSM, Cat II or III etc.

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