

Docket No. SA-540

Exhibit No. 14 G

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Hageland General Operations Manual (GOM) Excerpts

(14 Pages)

Attachment 6

to the Human Performance Specialist's Factual Report

ANC17MA001

Hageland General Operations Manual (GOM) Excerpts

Section 2 Director of Operations (DO)

1. Reports directly to the President.
2. Meets the qualification requirements [FAR Par 119] for the position.
3. Has the authority and ultimate responsibility for operational control of all flights.
4. Ensures compliance of the operations department with the Company safety program and serves on the Safety Committee.
5. Implements and executes policies established by the President.
6. Directs the activities of the operations department and supervises the performance of the Department employees.
7. Approves training program for Pilots and personnel who are directly involved with operational control.
8. Maintains the master copy of the operations specifications and distributes copies to affected personnel. Applies for and signs operations specifications.
9. Is responsible for the content, currency, and distribution of the Company General Operations Manual.
10. Is responsible for maintaining a record keeping and audit program for required flight operations, Pilot and training records.
11. Assumes, or designates someone to assume, the duties of Chief Pilot when the Chief Pilot is temporarily unavailable.
12. Authorizes and supervises the Cockpit Access Security System.
13. Ensures system-wide compliance with FAR and Company policies, and ensures that safe and efficient procedures are followed by flight operations personnel.
14. Maintains a working relationship with the FAA Flight Standards District Office and represents the Company regarding all operations.
15. Maintains ground service and operational star programs.

Section 4 Chief Pilot (CP)

1. Reports directly to the Director of Operations (DO) or to Asst. Director of Operations (ADO) when the DO is absent.
2. Supervises the work and conducts training of the Assistant Chief Pilot.
3. Must meet the qualification requirements [FAR Part 119] for the position.
4. Is an active member of the Operational Control Team and promotes compliance with Operational Control objectives.
5. Has the authority and responsibility for management of all Company Pilots including:
 - a) Selection for hire, assignment to training, evaluation of professional progress, and employment status.
 - b) Compliance and conformity with regulations and company expectations.
 - c) Promoting safe decisions and safe behavior as fundamental priorities.
 - d) Determining the standards for and assignment to duty positions.
6. Supervises all Pilot policies and procedures.
7. Prepares a monthly Pilot schedule. Ensures a copy of this information is electronically posted.
8. Supervises and conducts audits of records for required Pilot events and information.
9. Selects and supervises Station Lead Pilots.
10. Is a member of Safety Committee, CMT and Management Rep. for ASAP.
11. Fulfills duties and responsibilities of the DO in his absence.

Section 6 Director of Training

1. Reports directly to the Director of Operations.
2. Participates in the selection of and trains Company Instructors and Check Airmen.
3. Is responsible for the content, currency, and distribution of the Operations OTM.
4. Ensures that the Operations Training Manual, Maneuvers and Procedures Manual, and training courseware meet FAA requirements.
5. Administers the Company's approved training program and initiates needed revision to the Operations training manual as needed.
6. Serve as ground training instructor when appropriate.

Section 11 Director of Safety (DOS)

1. Reports directly to the President.
2. Develops and oversees implementation of safety programs within the Company.
3. Is responsible for process measurement and auditing programs including the Internal Evaluation Program (IEP), and coordinates external audits by customers, FAA, DOD, Medallion Foundation and other entities.
4. Promotes safety awareness programs for flight safety, ramp safety, OSHA-related activities and injury and illness prevention.
5. Advises managers and supervisors on training requirements for workplace safety and provides information on applicable laws, regulations and Company safety rules and policies.
6. Schedules quarterly Safety Committee meetings and chairs the Safety Committee, and advises methods to eliminate safety hazards and improve the accident prevention program.
7. Forwards and transmits Safety Reports to the appropriate manager or supervisor responsible for the area affected.
8. Ensures annual safety audits are conducted at all Company facilities.
9. Investigates all serious or potentially life threatening Safety Reports.
10. Investigates all accidents and investigates or directs the investigation of all incidents.
11. Maintains a database on Safety Reports and Irregularity Reports for trend monitoring and analysis.

Section 14 Pilot in Command

1. Reports directly to the Chief Pilot and assigned base Lead Pilot.
2. Ensures safe operation of flight assignments in accordance with the Ops Specs, Company procedures, and all applicable regulations.
3. Prior to originating a flight or a series of flights, ensures the aircraft is equipped with all required systems and components for its assigned operations.
4. Is responsible for the safety of the passengers, crewmembers, cargo, and aircraft when executing a flight assignment.
5. Has authority and responsibility for managing any additional crewmembers assigned to the PIC during duty time, including allocation of duties with respect to operation of the aircraft.
6. Promotes fundamental CRM when working with other Pilots and station personnel.
7. Is jointly responsible with the OCA for preflight planning, flight delay and flight release for any flight assignment in compliance with the operational control procedures of this manual.
8. Shall suspend or modify the continuation of a flight assignment to the extent necessary to avoid any conditions that are hazardous to flight.
9. Is responsible for maintaining currency with certification and flight experience, (e.g. medical certificates, check rides, recency of experience of experience, etc.).
10. Shall ensure every day's flight and duty time is recorded in the Monthly Summary prior to the end of the day.
11. Shall ensure every day's flight and duty time is entered into FlightLogger prior to the end of the day.
12. Shall keep all manuals and other documents assigned to him in current status.
13. Play an active role in the WBAT system.

Section 15 Second in Command

1. Reports directly to the assigned PIC during flight operations and otherwise reports to the Chief Pilot and base Lead Pilot.
2. Assumes all duties delegated by the PIC or specified by Company policies
3. Immediately informs the PIC of any observed illegal or suspected unsafe situation.
4. In the event the PIC becomes incapacitated during the flight, the SIC will assume command and fulfill all of the responsibilities and duties of the PIC.
5. Shall ensure every day's flight and duty time is recorded in the Monthly Summary and is entered in FlightLogger.
6. Shall keep all manuals and other documents assigned to him in current status.
7. Play an active role in the WBAT system.

Section 18 Lead Pilot

1. Reports directly to the Chief Pilot
2. Supervise line pilots for their daily operations at their assigned base.
3. Inform the CP or the Assistant Chief Pilot of emergencies or issues that could rise to legal, or personnel-management issues.
4. Coordinate with Base Manager to resolve issues involving equipment, property or station personnel.
5. When beginning and ending a work shift perform the following:
 - a) Brief with Lead Pilot of opposite shift regarding appropriate items,
 - b) Send shift review to CP by email,
 - c) Assure attendance by or briefing of all available shift Pilots.
6. Manage the distribution of flight publications at the base to ensure each Pilot receives the correct items. Inform the Chief Pilot of any problems with this.
7. Serves as a primary point of contact for FAA representatives when they are present.
8. Coordinate with the Base Manager or DCA's for all pilot training and check rides required at the base.
9. At the end of each shift, collect original copies of Monthly Flight Summaries for all Pilots and submit to the Pilot Records Manager.
10. Ensure a safety briefing is conducted for each Pilot and their respective base every day.

Section 19 Flight Instructors

1. Reports to the Director of Training
2. Conduct training in accordance with Company policies and procedures.
3. Actively promote safety in flight operators.
4. Complete all training paperwork and submit to the Pilot Records Manager in a timely fashion.
5. Act as a positive role model and Company representative to display a safe, professional demeanor.

Section 20 Check Airmen

1. Reports to the Director of Training.
2. Conduct checkrides in accordance with Company policies, procedures, and applicable regulations.
3. Coordinate with the Chief Pilot and Director of Training for scheduling of checkrides.
4. Complete all checkride paperwork and submit to the Pilot Records Manager immediately following the checkride.
5. Conforms and enforce Company policies and standards.
6. Act as a positive role model and Company representative to display a safe, professional demeanor.
7. Actively engage in professional improvement activities.

Section 21 Safety Pilots

1. Reports to the Director of Training.
2. Provide familiarization for the recognition, avoidance, and operational considerations of terrain features in the geographic region where the flight is conducted.
3. Provide familiarization of local weather patterns for the area of operation.
4. Provide familiarization of local route structures and operational considerations including unique ATC procedures.
5. Promote safety and good judgment in aeronautical decision making.

Safety Reports

Section 1 Program Description

A. Reporting Policy

Managers, supervisors and employees are required to communicate and report all accidents, incidents, and any safety concerns. It is mandatory for all employees to participate in this program.

B. Reporting Program

1. The reporting requirements described in this manual are based on the procedures in the Ravn Alaska Health Safety & Environmental Management Program (HSE) Manual. More specific information is found in the HSE manual and online via the WBAT site at: <http://www.eraalaskasafety.com>
2. The Director of Safety is responsible for the authority and administration of Company safety programs including all reports and the investigation of events and conditions.
3. All safety reports provide the opportunity for employees to voluntarily report unsafe events, acts or conditions without fear of retribution or disciplinary action.
4. Failure to report known hazardous conditions or events, or awareness of incidents and accidents may lead to disciplinary action.
5. Reporters may choose to remain anonymous when filing a report.

C. Types of Reports

1. An *Irregularity Report* should be used when an employee's duties are directly related to company equipment, i.e. aircraft, tugs, trucks, etc. and they have experienced an operational issue that is considered non-routine in nature.
 - Example: A Pilot taxis an aircraft through a pothole on the ramp and damages the tire and strut. An Irregularity Report should be filed.
2. A *Hazard Report* should be used when anything, real or potential, could make possible or contribute to making possible, an accident.
 - Example: A Crewmember sees a pothole on the ramp while walking to the aircraft. A hazard report should be filed because the pothole represents a hazard to normal operations.
3. Opportunities for additional reports pertaining to flight operations include NASA / ASRS Reports, and Aviation Safety Action Program (ASAP) Reports. Refer to the HSE Manual for the description and procedures of these reports.

Section 2 Reporting Methods

1. WBAT: Via computer at: www.eraalaskasafety.com by logging on to Hageland Aviation.
2. Safety Hotline

24 hour toll free number	1-800-866-8476
From Anchorage	266-8476 or ext. 476
Director of Safety	(907) 224-2332

The Safety Hotline should be used when a computer is not available or practical. Employees utilizing the Hotline should provide at least the date, time of day, department, and description of the hazard, when leaving a message.

Section 3 Immediate Reports

1. An immediate report to the supervisor or Base Manager is required after any of the following events:
 - Serious injury to any person
 - Any damage to any equipment
 - Any event which may cause an unfavorable view of the Company by the media or the public
 - Environmental damage
 - Fuel spill greater than 1 gallon
 - Engine failure or shutdown in flight
 - Smoke in the cockpit or cabin
 - Precautionary landing due to an aircraft malfunction
 - Unintentional contact with an aircraft by *any* other vehicle or equipment including instances when there appears to be no visible damage or the apparent damage appears to be only cosmetic

Any contact with an aircraft also requires immediate notification of the supervisor and maintenance personnel prior to the aircraft's next flight.

2. After being informed of an accident or incident the supervisor or Base Manager will activate the immediate notification procedures in the Emergency Response Plan when –
 - The accident or incident results in damage to equipment or injury to personnel; or
 - The accident or incident results in a reportable aircraft event defined by [NTSB §830.2 and §830.5].



Hageland Aviation Safe Flight Categories

Common Alaska Hazards	Caution - Review hazard	Must be approved by Designated Company Management	Flight prohibited
GREEN 1 GREEN	YELLOW 2 YELLOW	RED ! 3 RED !	STOP!! 4 STOP!!
A Day ♦VMC conditions ♦AWOS fully functional ♦Surface winds less than 15 knots ♦No runway contamination ♦No DMI ♦No pilot restrictions _____ _____ _____ _____	B Night C IMC D No AWOS requires OCC Weather E Known Icing F X-Wind exceeding 15 knots G Runway conditions contaminated H Any DMI I Company imposed restrictions J Haven't landed at the airport in the last 30 days K Surface winds from any direction, 15-29 knots	L Special VFR M SFC wind above 30 kts N X-Wind component above POH max demonstrated O Runway less than 1800 feet P Runway breaking action poor Q Special Airport- Haven't landed at the airport in the last 30 days R Special approaches-Haven't used in the last 30 days S Part 91 flights & checkrides T 5 or more hazards listed in Cat 2	U Any limitations or restrictions ♦Temperature ? ♦Winds ? ♦Weights ? ♦Surface Conditions? V Human factors - I.M. S.A.F.E. ♦Illness ♦Stress ♦Medication ♦Alcohol ♦Fatigue ♦Eating

1 Circle Applicable Items
 2 Line Through Non-Applicable Items
 3 Circle Risk Category

Call the Operational Control Center
 North Ops: 907-861-7518
 South Ops: 907-861-7520

1. When evaluating conditions use your experience, comfort-level and the regulations to determine which category best represents the flying you intend to complete.
 2. Review the lists also in categories next to the one you expect to use.
 3. If you are in doubt, use the higher category.

*NOTE: Designated Company Managers for RA3 approval are listed in GOM Chapter 2.

