SK TRAVEL, LLC

INTERNATIONAL STANDARD FOR BUSINESS AIRCRAFT OPERATIONS (IS-BAO) STAGE II AUDIT

MAY 7, 2012

CONDUCTED BY: AIR SAFETY DYNAMICS, LLC

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8.4 IS-BAO Audit Report Form

AUDIT DATE May 7, 2012 NO. OF DAYS ON SITE 2

OPERATOR NAME & ADDRESS	
SK Travel, LLC [redacted] New Castle, DE 19720	telephone [redacted] fax [redacted] e-mail [redacted]

OPERATOR CONTACT NAME & POSITION	IBAC member association from which the operator purchased their copy of the IS-BAO:
Jim McDowell Chief Pilot/Director of Maintenance	NBAA – Washington, DC Is it the current edition? Yes [X] No [ ]

AUDIT SCOPE Full System [X] Partial [ ]

SMS STAGE One [ ] Two [X] Three [ ]

If partial, elements covered:

Auditor / Audit Team Leader	Robert E. Little	Contact Information Metropolitan Aviation	[redacted] Ellijay, GA 30536
Members	No Others.	Email and Telephone	[redacted]

Summary of Audit Including Overall Assessment of the Appropriateness and Effectiveness of the Operator's SMS and Other Management System Controls

SK Travel operates a 2000 Gulfstream IV from New Castle Airport in Wilmington, Delaware on behalf of two private aircraft owners for personal and business transportation. All operations are governed by FAR Part 91. Most flights are within the continental United States, with occasional international trips. Though the flight department is small in size, the safety management system of this operator is well-developed and is appropriate for the size and scope of the operation. Best practices are consistently employed in all facets of the program, and continuous SMS improvement is actively pursued. Effectiveness of safety management activities is being realized in all areas of the flight department, and will continue to improve as this program matures. The flight operations manual is remarkably well-written and comprehensive, following closely along IS-BAO guidelines. The SMS for SK Travel is functioning well, and results are being measured and implemented to enact changes to the operations manual and to increase safety margins throughout the flight department. Safety culture within the department is shared among all team members, and open reporting of hazards is consistently encouraged by management. Solid safety program, maturing nicely.

Audit Results and IS-BAO Registration Recommendation

Full Conformity [X] Minor Non-conformity [ ] Major Non-conformity [ ]

Initial Registration [ ] Renewal for Two Years [X] Renewal for Three Years [ ]

I hereby confirm that in conducting this audit I have complied with the provisions of the IS-BAO Audit Procedures Manual and all current IS-BAO policies and standards

Auditor Signature	Operator Representative Signature
Robert E. Little	**Jim McDowell**
May 10, 2012	May 10, 2012
Date	Date

Type of Operations Conducted

Non-commercial [X] Commercial [ ] Aircraft management services[1] [ ]
Other [ ] please specify

Total Number of Aircraft Operated [1]

Types of Aircraft Operated 2000 Gulfstream IV-SP

Home Operating Base KILG - New Castle, Delaware Airport

Additional Operating Bases None

List of Persons Interviewed and Position or Job Title

Jim McDowell – Chief Pilot/Director of Maintenance
John Hydress – Contract Maintenance Technician
Additional Personnel – Not Interviewed
Bauke de Vries - Captain
Teresa Benhoff – Flight Attendant

Recommendations to the IS-BAO Standards Board to improve or clarify the IS-BAO Standards and Audit Procedures Manual

None.

Additional Comments

No non-conformities were noted, and no IS-BAO Audit Finding Forms are attached.

Include a copy of all IS-BAO Audit Finding Forms, SMS Audit Protocol and the other completed IS-BAO Audit Protocols in the electronic audit report file submitted to the IS-BAO Audit Manager

[1] Ensure compliance with Appendix 4 of the IS-BAO Audit Procedures Manual

IS-BAO Audit Protocols 2012

Table of Contents

8.0 IS-BAO AUDIT PROTOCOLS

8.1 SMS Audit Protocol

This form is used by Auditors to summarize the results of the evaluation of the operator's SMS as described in chapter 5. It must be accompanied by the Detailed IS-BAO Audit Protocols from section 8.2 that were used in the audit.

Operator: SK Travel, LLC

Address: [redacted]
New Castle, DE 19720

Date: May 7, 2012

T: [redacted] F: [redacted]

Evaluation Objective:

Stage One	
Stage Two	X
Stage Three	

Item	Sound	Appropriate	Effective	Comments
1. Policy	Y	Y	Y	
2. Authorities	Y	Y	Y	
3. Profile	Y	Y	Y	
4. Risk Management	Y	Y	Y	
5. Involvement	Y	Y	Y	
6. Document Control	Y	Y	Y	
7. SMS Training	Y	Y	Y	
8. Ops Manual	Y	Y	Y	
9. Safety Information	Y	Y	Y	
10. Occurrence	Y	Y	Y	
11. Evaluation	Y	Y	Y	
12. Safety Assurance	Y	Y	Y	
13. SMS Docs	Y	Y	Y	

Comments:

SK Travel operates a 2000 Gulfstream IV from New Castle Airport in Wilmington, Delaware on behalf of two private aircraft owners for personal and business transportation. All operations are governed by FAR Part 91. Most flights are within the continental United States, with occasional international trips. Though the flight department is small in size, the safety management system of this operator is well-developed and is appropriate for the size and scope of the operation. Best practices are consistently employed in all facets of the program, and continuous SMS improvement is actively pursued. Effectiveness of safety management activities is being realized in all areas of the flight department, and will continue to improve as this program matures. The flight operations manual is remarkably well-written and comprehensive, following closely along IS-BAO guidelines.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities

8.2 Detailed IS-BAO Audit Protocol

Element	3. Safety Management System				
3.2 Safety Management System Requirements					
3.2.1	Safety Policy and Objectives				
	Does the SMS documentation contain: a. a safety policy with management commitment to safety, and safety reporting procedures & policy, b. identification of safety accountabilities, c. appointment of key safety personnel, d. coordination of emergency response planning, and e. complete documentation of the SMS?	Y Y Y Y Y			a. FOM Preamble, signed by the CEO. Well-written; FOM 2.1.2 - Safety Culture contains a description of senior management commitment; FOM 2.1.6 - Safety Policy describes reporting procedures and policy; FOM 2.2.0 –Key Personnel Responsibilities identifies the requirement for management to provide proper resources for safety activities. b. FOM 2.1.3A - Safety Policy and Objectives; FOM 2.2.0 – Key Personnel Responsibilities describes duties of owners, Chief Pilot/DOM, Safety Officer, and Pilot-in-Command. c. FOM 1.3.2 - Safety Officer and FOM 2.2.0.C. both define duties of key safety personnel. Chief Pilot/DOM also has this role. d. FOM 2.1.3 – SMS Components and Elements, paragraph A. lists coordination of ERP, found in section 4.3 of the FOM. e. FOM Section 2 – Safety Management System provides complete SMS documentation.
	Is the safety policy periodically reviewed to ensure it remains relevant and appropriate to the organization?				Safety policy is reviewed at least annually. Last reviewed and revised in March 2012 as a result of IS-BAO revisions and also resulting from sister company audit (AK Travel).
3.2.2	Safety Risk Management				
	Has the organization developed and maintained procedures to ensure: a. hazards are identified, and b. risks are analyzed and controlled?	Y Y			a. FOM 2.3.0 - Hazard Identification, Tracking and Resolution System. b. FOM 2.3.2 - Analyzing Risks and 2.3.4 - Risk Mitigation. Section 2.3.0 through 2.3.4 of the SMS contains a thorough description of the entire safety risk management process, including HITS reporting and analysis, Safety Risk Profile, Risk Assessment Tool, Deviation Forms, and an overview of the Risk Mitigation Process. Well done.
3.2.3	Safety Assurance				
	Has the organization developed and maintained a means of: a. monitoring and measuring safety	Y			a. FOM 2.1.4 – Safety Management Strategy and 2.1.5.1 - Safety Performance Goals both describe

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	performance, b. identifying and managing organizational changes that may affect safety, and c. ensuring continuous SMS improvement?	Y Y			safety performance measurement and monitoring. Enhancement of forward-looking performance goal setting, measurement and monitoring will increase effectiveness. b. FOM 2.7.0 - Change Management Process clearly describes procedures, which performed very well during sale of aircraft in 2010. c. FOM 2.4.0. A-G - SMS Process and 2.4.2 - SMS Flow Chart clearly depict the process; FOM 2.8.0 and 2.8.1 describe the continuous improvement process. Internal and external audit results are consistently employed to improve the SMS process.
3.2.4	Safety Promotion				
	Has the organization developed and maintained: a. safety training programmes that ensure that personnel are competent to perform their SMS duties, and b. a formal means of safety communication?	Y Y			a. FOM 2.1.6 - Safety Policy contains seven bullet points of policy initiatives aimed at increasing employee training and involvement in safety management activities. Initial and recurrent on-line FlightSafety e-learning SMS training is completed and documented in training files. b. FOM 2.1.7.1 - Safety Meetings requires at least quarterly meetings to address pertinent safety issues. Meeting minutes are documented in the Safety Binder and read and initialled by all flight department employees. FOM 2.1.7.1 – Safety Binder contains completed and closed hazard reports, completed safety risk profile forms, and deviation reports for review by all employees. All flight department personnel are aware of their safety responsibilities and involved in safety management activities.
3.3 Compliance Monitoring					
3.3.1	Has the operator established and maintained a system for identifying applicable regulations, standards, approvals and exemptions and demonstrating compliance with them?	Y			FOM 2.6.0 - Document Management System specifies resources for ensuring identification and compliance with all applicable regulations, standards and approvals.
3.4 Flight Data Analysis					
3.4.1	*Has the organization established a flight data analysis programme* ***(Recommended practice)***	Y			FOM 2.5.0. Flight Operations Quality Assurance (FOQA) Program clearly spells out program requirements.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	Analysis of Non-conformities				
	None.				
	Findings				
	The Safety Management System for this small operator is appropriately targeted and well-documented. The hazard identification and tracking system is active, and seven reports have been generated in the past two years. Changes to the Flight Operations Manual (FOM) and Safety Risk Profile have resulted from hazard identification activities. In one instance, a hazard report was generated by a crew member while at an out base when a visual inspection of the ramp determined that the ramp was not stressed to accommodate the weight of the operator's aircraft. The safety risk profile was revised as a result, and this airport is no longer an approved destination for this operator. Several other examples of thorough risk assessment and mitigation were noted. The safety culture has matured and all team members participate in the safety management process. Continued emphasis on hazard identification by all team members, along with more formalized safety performance goal-setting will enhance effectiveness. Overall, a very sound and appropriately targeted SMS that is maturing to become a more effective management system.				

Element	4. Organization and Personnel Requirements				
4.1 Organization and Personnel					
4.1.1	Does the operator have an organization structure that clearly defines duties, authorities & accountabilities and have a qualified: a. manager of the operation; b. chief pilot; and c. a person responsible for maintenance?	 Y Y Y			a. - c. FOM 1.1.7 - Flight Department Organizational Structure contains clearly defined organizational chart and duties and authorities; FOM 1.3.0 Responsibilities, Duties and Qualifications specifically lists the Department Manager, Chief Pilot and Director of Maintenance positions.
4.1.2	Where the organization has more than one operating base has the management structure addressed the exercise of the above responsibilities at all locations?			N/A	KILG is the only operating base
4.1 Over-all	**Have the organization structure and personnel demonstrated their effectiveness in managing the operation and ensuring that all requirements have been met?** ***(This is an overall assessment to be made by the auditor throughout the course of the audit)***	Y			**Responsibilities and activities of flight department personnel are clearly defined and properly aligned. Employees and managers understand their roles and are capable of performing them effectively. Adequate resources are consistently provided in terms of time, money and personnel.**
4.2 Aircraft Crew Member Duties and Responsibilities					
4.2.1	Does the operator have a procedure to ensure that the minimum number of flight crew as specified in the aircraft flight manual or other document associated with the C of A, and the minimum numbers of cabin crew	Y			FOM 3.8.1 - Minimum Aircraft Crew describes this procedure.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	members, as required by State of Registry regulations, are assigned?				
4.2.2	Does the operator have procedure for designation of a pilot-in-command and other aircraft crew positions?	Y			FOM 1.3.3 - Pilot-in-Command, 1.3.4-Second-in-Command, 1.3.5-Flight Attendant specifies the duties, responsibilities and qualifications for each crew position.
4.2.3	Have the duties and responsibilities of the PIC been specified and do they meet section 4.2.3 of the IS-BAO?				FOM 1.3.3 - PIC Qualifications, Duties and Responsibilities.
4.2.4	Have the duties and responsibilities of the SIC, if required, been specified?	Y			FOM 1.3.4 - SIC Qualifications, Duties and Responsibilities
4.2.5	Have the duties and responsibilities of the cabin crew and other crew members assigned onboard duties specified?	Y			FOM 1.3.5 - Flight Attendant Qualifications, Duties and Responsibilities
4.3 Crew Member Qualifications					
4.3.1	Are there procedures to ensure that all aircraft crew members: a. hold valid licences and certificates and that they meet ICAO licence, medical and rating requirements when operating outside the operator's national airspace, b. meet ICAO language proficiency requirements. c. meet all recency requirements; and d. have fulfilled the operator's training and proficiency requirements? Have they been effective?	Y Y Y Y			a. FOM 3.8.2 - Aircraft Crew Qualifications and FOM Section 5 - Training and Qualifications; copies are maintained in training folders. b. FOM 1.2.0.B states the language proficiency requirement c. FOM 5.1.2 – Flightcrew Qualifications d. FOM 5.1.0– Flightcrew Certificates, Ratings and Qualifications. Training records indicate an effective crew member qualification procedure and tracking system.
4.3.2.A	*Where it is the operator's practice to fly two crew aeroplanes from the left seat, has the operator established right seat landing and take-off recency and training requirements?* ***(Recommended practice)***	Y			Annual simulator training at FlightSafety includes takeoffs and landings from the right seat.
4.3.2.H	*Where it is the operator's practice to fly two crew helicopters from the right seat, has the operator established left seat landing and take-off recency and training requirements?* ***(Recommended practice)***			N/A	
4.4 Maintenance Personnel Qualifications					
4.4.1	Do the maintenance personnel hold the licences and ratings required by the State of the Operator or State of Registry of the aircraft, and meet the other requirement specified in Chapter 9?	Y			FOM 5.1.4 – Maintenance Personnel Qualifications and FOM 5.2.4 – Maintenance Personnel Training both require this and meet the requirements of IS-BAO Element 9.
4.5 Other Personnel					

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
4.5.1	Are duties, authorities and responsibilities for other personnel involved in the operation described within the operations manual?	Y			FOM 1.3.6.1 - Contract Pilots, 1.3.6.2 - Contract Flight Attendant and 1.3.6.3 - Contract (Maintenance) Technician all describe these duties, training and qualification levels.
4.6.1	*Has the operator developed policies to ensure that personnel do not undertake safety related duties while under the influence of any psychoactive substance which might render them unable to safely and properly exercise their licence privileges or carry out their safety related duties?* ***(Recommended practice)***	Y			FOM 1.5.7.3 – Use of Alcohol and Other Psychoactive Substances outlines the company policy
	Analysis of Non-conformities				
	None.				
	Findings				
	This flight department is small but well-organized, and the duties, responsibilities and qualifications of all personnel are clearly defined. All staff members are fully qualified to perform their various duties, and are provided the appropriate level of training and resources required to do so. Safety responsibilities are described at all levels of the organization, and participation in SMS effectiveness and improvement is consistently solicited by the Chief Pilot, who is also a licensed A & P Mechanic and serves as the Director of Maintenance. The company organizational structure in Section 1 of the FOM clearly delineates lines of authority and thoroughly describes the duties, responsibilities and qualifications required of all staff members of the aviation department. Qualification levels of all personnel meet or exceed the IS-BAO requirements. Responsibilities for safety and for participation in SMS effectiveness are shared by all staff members in the flight department.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**5. Training and Proficiency**				
5.1 Training Programs					
5.1.1	Does the operator have a training programme that ensures that personnel are trained and competent to perform their assigned duties?	Y			FOM Section 5 – Training and Qualification encompasses all training requirements for flight department personnel. Sub-parts 5.1 and 5.2 specify requirements for each employee, and 5.3 provides a complete overview of training requirements and frequencies for flight crew, flight attendants and maintenance technicians. Very comprehensive and well-written training system.
5.1.2	Is the training program included or referenced, in the company operations manual?	Y			FOM Section 5. Technical training requirements reinforce management efforts to enhance safety.
5.1.3	Do the training programs include the following: a. for flight crew members: i. initial and annual aircraft type and systems training including emergency and abnormal procedures related to the aircraft category and type, ii. initial and every two years thereafter: A. emergency procedures training, B. aircraft surface contamination training; and C. dangerous goods training, iii. upgrading training, iv. *Recommended first aid training for flight crew members for operators that do not use cabin crew (**Recommended practice**),* b. for cabin crew members, i. initial and annual training, including: A. aircraft type training, and B. safety procedures training, ii. initial and every two years thereafter: A. emergency procedures training, B. first aid training; C. aircraft surface contamination training, and D. dangerous goods training	Y Y Y Y Y Y Y Y Y Y Y			a. i. FOM 5.1.2 – Flightcrew Qualifications ii. A. FOM 5.2.1.3 – Emergency Procedures Training B. FOM 5.1.2 – Flightcrew Qualifications C. FOM 5.1.2 – Flightcrew Qualifications and 5.2.1.1 – Company Training iii.FOM 5.1.2 – Flightcrew Qualifications iv. FOM 5.2.1.3 – Emergency Procedures Training b. i. FlightSafety initial and annual recurrent training: A. FOM 5.2.3.1 – Aircraft Type Training (Flight Attendant Training) B. FOM 5.2.3.2 - Safety Procedures Training ii. A. FOM 5.3.0 – Overview of Personnel Training Requirements – Flight Attendants B. FOM 5.3.0 – Overview of Personnel Training Requirements – Flight Attendants; 12-month recurrency C. FOM 5.3.0 – Overview of Personnel Training Requirements – Flight Attendants; 12-month recurrency

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
					D. FOM 5.2.3.1 – Aircraft Type Training – Flight Attendant Additionally, 5.3.0 - Overview of Personnel Training Requirements is a complete listing of all training that is required and the frequency required.
	c. initial and recurrent training for other personnel and task specialists (such as loadmasters, stewards, HEMS medical teams, observers, etc.) who are assigned to perform duties onboard an aircraft during flight time or provide operational ground support;			N/A	c. No other flight personnel employed
	d. initial and recurrent training for schedulers or dispatchers, if employed; and			N/A	d. Not employed
	e. any other training required to ensure a safe operation?	Y			e. FOM 5.3.0 Overview of Personnel Training Requirements
5.1.4	Does the operator prohibit simulated emergency or abnormal situations in flight with passengers on board?	Y			5.2.1.1 - Company Training: Note at the end prohibits simulated emergencies during flight with or without passengers on board.
5.1.5	*Does the operator use flight simulators for training? (**Recommended practice**)*	Y			FOM 5.2.2.2 - Aircraft Type Simulator Training (Gulfstream) requires Level D Simulator Training annually.
5.1.6	a. Has the operator established a programme that ensures that the organization's maintenance personnel have the competencies appropriate to the level of maintenance performed?	Y			a. FOM Section 5.2.4 – Maintenance Personnel Training Program outlines these requirements
	b. Is the syllabus of the training programme referenced in the company operations manual?	Y			b. FOM 5.2.4.F – references course outlines maintained in the DOM's office. FlightSafety syllabus is used and is accessible on FSI web site.
	c. Does the training programme include both initial and recurrent training appropriate to the aircraft group, type or system and the related procedures for which a maintenance release is to be signed?	Y			c. FlightSafety Gulfstream IV syllabus is used.
	d. *Does the training programme include subjects such as listed in section 5.1.6 d? (**Recommended practice**)*	Y			d. These subjects are included in FOM 5.2.4.B – Maintenance Personnel Training
	e. *Do persons who hold maintenance release authority undertake recurrent training at least every 2 years on aircraft for which they exercise that authority? (**Recommended practice**)*	Y			e. FSI every 2 years for DOM and contract maintenance technician.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
5.2 Crew Resource Management/Human Factors Training					
5.2.1	Does the operator have a crew resource management (CRM) and have aircraft crew members received training?	Y			FOM 5.2.2.8 - Crew Resource Management Training requires this training annually.
5.2.2	*Have maintenance personnel, dispatchers, and others received CRM or Human Factors training and are there recurrent training programs?* ***(Recommended Practice)***	Y			All flight department personnel receive CRM training annually per FOM 5.2.2.8 and 5.3.0.
5.3 Emergency and Safety Procedures Training					
5.3.1	Are there initial and recurrent Emergency Procedures training programs per Standard 5.3.1 and have all aircraft crew members received their training for: a. fire in the air and ground, b. use of fire extinguishers, c. operation/use of emergency exits, d. passenger preparation for emergency landing and/or ditching, e. emergency evacuation procedures, f. donning/inflation of life preservers (if equipped), g. deploy, inflate, and board life rafts (if equipped), h. pilot incapacitation, i. unlawful interference, bomb threat, other security procedures, j. MEDEVAC or ill or injured passenger transportation in emergency situations, and k. passenger health emergencies?	 Y Y Y Y Y Y Y Y Y Y Y			a. through k. – FOM 5.2.1.3 - Emergency Procedures Training lists these requirements and requires initial and 24-month recurrency for each crew member, including flight attendants. k. Crew members also receive MedAire Training annually, including defibrillator
5.3.1.1	*Is there a programme to provide emergency procedures training to passengers that fly frequently?* ***(Recommended practice)***		N		
5.3.2	Are there initial and recurrent Safety Procedures training programmes for all cabin crew members?	Y			FOM 5.1.3 – Flight Attendant Qualifications and 5.2.3.2 – Safety Procedures Training require initial and annual recurrent training, obtained through FlightSafety and MedAire.
5.3.3	*Is helicopter underwater escape training (HUET) provided to personnel involved in over water helicopter operations in hostile environmental conditions?* ***(Recommended Practice***			N/A	

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	helicopter operators)				
5.4 High Altitude Training					
5.4.1	Have flight crew members received high altitude training for aircraft operated above 10,000 feet?	Y			FOM 5.1.2 - High Altitude Training (Initial). Both pilots have completed this training.
5.4.2	*Is pertinent aircraft type specific high altitude training conducted?* ***(Recommended Practice)***		N		
5.5 Proficiency Certification					
5.5.1	Does the operator have a proficiency certification system to ensure that for all required crewmember training courses the training objectives have been met?				FOM 5.3.0 – Overview of Personnel Training Requirements and 5.2.2.10 - Proficiency Certification describe this system. FAR 61.58 check ride is part of the annual training syllabus.
5.5.2	Has the proficiency of flight crew members been certified at the conclusion of initial type training and at least every 24 calendar months thereafter?				FOM 5.2.2.10 – Proficiency Certification requires this initially and annually during simulator recurrent training at FlightSafety International.
5.6 Training and Qualification Records					
5.6.1	Does the operator have a system to record licensing, training and qualifications information for each person who is required to receive training and does it meet the IS-BAO requirements?				Each crew member has an individual training folder that retains documents of all training received in accordance with FOM 1.6.1 – Training and Qualification Records.
5.6.2	Are records retained for the required period?				FOM 1.6.1.D – requires training records be retained for 5 years, confirmed during records review.
	Analysis of Non-conformities				
	None.				
	Findings				
	This operator has a comprehensive training program, including vendor-supplied simulator training for all pilots, flight attendants and maintenance technicians. Supplemental computer-based training is accomplished through FlightSafety e-Learning Training Program. Training and record keeping are very thorough and well-defined and managed by the Chief Pilot/Director of Maintenance. Each individual employee training folder documents all training received, including SMS initial and recurrent training.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**6 Flight Operations**				
6.1 Standard Operation Procedures					
6.1.1	a. Does the operator have a SOP for each aircraft operated with two or more crew members?				FOM 3.8.4 - Use of Standard Operating Procedures (SOPs) requires this. Flight Department uses the Gulfstream OEM recommended procedures and the manufacturer's checklists.
	b. *Does the operator have a SOP for single pilot aircraft?* ***(Recommended Practice)***			N/A	
6.1.2	Has the operator ensured that all crew members are trained in use of the SOP and that it is used?				FOM 3.8.4.D and E require this training and use of SOPs. Annual training st FSI using SOPs.
6.1.3	Is a copy of the SOP issued to each aircraft crewmember	Y			FOM 3.8.4.D. states this requirement
6.1.4	Is a copy of the SOP carried onboard the aircraft when it is operated more that 25 nm from home base?	Y			FOM 3.8.4.F requires SOP to be carried on the aircraft at all times when operated more then 25 NM from home base.
6.2 Flight Planning and Pre-Flight Requirements					
6.2.1.1	Does the operator have a requirement and procedures for the PIC to be familiar with the available information appropriate for the flight and to ensure that the facilities and services are adequate for the safe operation of the aircraft?	Y			FOM 3.1.3.C - Responsibilities and Authorities and 1.3.3 – Pilot-in-Command Responsibilities, Duties and Qualifications provide detailed and specific guidance.
6.2.1.2	Does the operator have a requirement and procedures for the PIC to: a. be familiar with all available meteorological information, and b. to plan an alternative course of action for the eventuality that the flight cannot be completed because of weather conditions?	Y Y			a. FOM 3.1.3.C and 3.1.3.1 describes this requirement and procedures b. 3.3.1. – IFR Operations addresses contingency operations based on weather conditions in very good detail.
6.2.2	Does the operator have procedures for VFR flight operations?	Y			FOM 3.2.1 – Visual Flight Rules (VFR) outlines these procedures.
6.2.3 6.2.4	Does the operator have requirements and procedures for IFR operations with and without destination alternate aerodromes or heliports?	Y			FOM 3.3.1 – IFR Operations spells out these requirements. Very detailed and specific guidance.
6.2.5 6.2.6	Does the operator have requirements and procedures for determination of fuel, oil and oxygen supply requirements that meets the requirements specified in the IS-BAO for the appropriate category of	Y			FOM 3.6.1 – Fuel Requirements and 3.6.5 – Oxygen Supply Requirements specify requirements meeting IS-BAO guidelines.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	aircraft?				
6.2.7	*Does an aeroplane operator have procedures for extended range or Polar operations, if applicable?* **(Recommended Practice)**			N/A	No extended range or Polar operations are conducted.
6.2.8	Does the operator have requirements that meet the aircraft performance standards of this section?	Y			FOM 3.5.0 - Performance Data requirements meet IS-BAO specifications in Element 6.2.8.
6.2.9	Does the operator have requirements that meet the standards prescribed for refuelling with passengers on board, if permitted?	Y			FOM 3.6.2.2 – Fueling with Passengers on Board states these procedures.
6.2.10	Does the operator have procedures to ensure that an aircraft does not take off or attempt to take off, that has frost, ice, or snow adhering to any critical surface?	Y			FOM 3.4.5 – Aircraft Critical Surface Contamination describes these procedures in good detail.
6.3 Operational Control					
6.3.1	Does the operator's operations manual contain an operational control system that at least consists of a pilot self dispatch system that: a. identifies the person responsible for release of the flight; b. specifies flight planning requirements; and c. specifies when the pilot must advise the operator of the aircraft's departure and arrival and the associated procedures?	 Y Y Y			a. FOM 3.1.3A - Responsibilities and Authorities: Pilot Self-Dispatch b. FOM 3.1.3C & D c. FOM 3.1.3A & H; also 3.2.3 - Flight Following. Automatic AIRINC e-mail messages sent to home station at each takeoff and landing.
6.3.2	Does the operational control system include procedures for ensuring that: a. all operating requirements specified in the COM have been met; b. the aircraft is operated within weight/mass and balance limits; c. the names of persons on board the aircraft are recorded or otherwise know by the operator; and d. SAR authorities are notified on a timely basis should an aircraft be overdue?	 Y Y Y Y			a. FOM 3.1.3B, C, D, E, F – Responsibilities and Authorities b. FOM 3.7.0.A – H – Weight and Balance c. FOM 7.7.6 - Passenger Manifest, held by the executive secretaries of each aircraft's co-owner. d. FOM 4.4.0 – Reporting an Aircraft Overdue. For international trips, the vendor Universal Weather & Aviation provides this information on an individual trip basis.
6.3.3	*Does the operational control system also include procedures for ensuring that the pilot-in-command has access to appropriate information concerning the search and rescue services in the area over which the aircraft will be flown?* **(Recommended Practice)**	Y			Electronic Flight Bags are utilized by each pilot. EFB contains worldwide coverage via Jeppesens worldwide approach kit.
6.4 Weather Minima					
6.4.1	Does the operator have procedures	Y			FOM 3.2.2B - IFR Flight, as specified

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	defining the weather minima used for IFR departures and approaches?				in the published instrument approach procedures.
6.4.2	Does the operator have procedures in their operations manual for the determination of take-off minima from runways or heliports where no take-off minima are specified? Does it include a risk analysis?	Y			FOM 3.3.1.2 – Takeoff Minimums outlines these procedures. A risk analysis using the Risk Assessment Tool is required in these cases (paragraph 3.4.1.B.3).
6.4.3	Does the operator have a policy not to use operating minima lower than those which may be established for that aerodrome or heliport by the State in which it is located, except with the specific approval of that State?	Y			FOM 3.3.0.B - Operating Weather Minimums
6.4.4	Does the operator have a policy not to continue towards the aerodrome or heliport of intended landing unless the latest available meteorological information indicates that conditions at that aerodrome or heliport, or at least one destination alternate aerodrome or heliport, will, at the estimated time of arrival, be at or above the specified aerodrome operating minima?	Y			FOM 3.3.1.1 - Destination Alternate Airports states this policy.
6.4.5	Does the operator have a policy not to continue its approach-to-land beyond a point at which the limits of the aerodrome or heliport operating minima would be infringed?	Y			FOM 3.3.0 - Operating Weather Minimums
6.4.6	Does the operator have a policy to adhere to the minimum safe altitude while in transition or on approach?	Y			FOM 3.3.2 - Instrument Approach Procedures (MSA)
6.4.7	Does the operator have a policy and procedures for operating in known or expected icing conditions appropriate to the aircraft icing certification and equipment?	Y			FOM 3.4.4 - Icing, including reporting procedures to FAA when non-forecast icing has been encountered. FOM 3.3.5-A/C Critical Surface Contamination also contains guidance
6.4.8	Do the operators of helicopters have VFR weather limits for both day and night operations that take into account the nature of the operations being conducted and the operating environment?			N/A	
6.5 All Weather Operations					
6.5.1	If the operator has authority to conduct CAT II & III ops are: a. there approved Category II or III operating procedures in the company operations manual, b. the flight crew trained and certified to conduct Category II or			N/A	No Cat II or Cat III operations are conducted

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	III instrument approaches, c. the aircraft equipped and approved for Category II or III operations?				
6.5.2	Does the operator have procedures that prohibit conducting an instrument approach or departures below standard Category I weather minima unless all equipment, training and operating requirements and regulatory requirements have been met?	Y			FOM 3.3.0 – Operating Weather Minimums
6.6 RNP, MNPS, RNAV & RVSM					
6.6.1	Does the operator have a process for ensuring that: a. aircraft are approved by the State of Registry for operation in RNP, MNPS or RVSM airspace, b. any requirements specified for that specific airspace are met, c. flight crew are trained and authorized prior to operating in RNP, MNPS, RNAV or RVSM airspace, and d. continuing RVSM height monitoring requirements have been meet?	Y Y Y Y			a. FOM 3.1.3.C – Responsibilities and Authorities; 3.1.4.0 – Special Areas of Operation. LOA's approved by Philadelphia FSDO carried on-board the aircraft. b. FOM 3.1.3.C, 3.14.0 c. FOM 5.3.0 – Overview of Personnel Training Requirements d. FOM 3.1.3.C – a current copy of AGHME Monitoring Status results is kept on board the aircraft in documents binder.
6.7 Aircraft Operating Requirements					
6.7.1	Does the operator have a process for identifying and complying with all aircraft operating rules that the operator is subject to, as required by the civil aviation authority of the State of Registry and the States in whose airspace the operations are being conducted?	Y			FOM 3.1.3C & E - Responsibilities and Authorities.
6.8 Noise Certification					
6.8.1	Is there a documentary proof from the State of Registry attesting noise certification of the aircraft, carried on board the aircraft when such a document has been issued?	Y			FOM 3.11.0.A - Noise Abatement Certification kept in Aircraft Document Binder kept on board.
6.8.2	Does the operator have procedures to ensure that aircraft adhere to published noise abatement procedures consistent with safety?	Y			FOM 3.11.0 - Noise Abatement Procedures kept on board in documents binder.
6.9 Aircraft Airworthiness					
6.9	Does the operator have procedures to ensure that aircraft are maintained and operated in accordance with their C of A and the provisions of the company maintenance program? (Also see 9 Aircraft Maintenance)	Y			FOM 6.3.2 – Inspection Programs and 6.3.3 – Airworthiness Directives

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
6.10 Use of Oxygen					
6.10 6.10.1 6.10.2 6.10.3	Does the operator have procedures to ensure that the aircraft are operated in accordance with the requirements of 6.10 and State requirements for the use of oxygen?	Y			FOM 3.12.6(A) & (B) - Oxygen Equipment and Use
6.10.4	*Does the operator have procedures for the pilot at the controls to use an oxygen mask when the aircraft is operated above FL 410, or if one pilot leaves the flight deck for any reason above FL 350?* ***Recommended Practice***	Y			FOM 3.12.6.B.2. states these procedures.
6.11 Passenger Safety Briefing					
6.11.1 6.11.2 6.11.3 6.11.4	Does the operator have procedures as applicable for the type of operation, to ensure that passenger safety briefings are given during normal and emergency operations in accordance with the requirements of 6.11?	Y			FOM 3.15.1.1 - Passenger Safety Briefing and 3.15.3-Emergency Operations Flight Attendant accomplishes this when on board, otherwise this is accomplished by a pilot.
6.11.5	Are there aircraft specific passenger safety briefing cards in all aircraft that at least cover: a. the location and operation of emergency exits; b. the location and use of the passenger oxygen system (when installed); c. the location of life jackets and life rafts(when on board); and d. the location of emergency equipment?				a. – d. FOM 3.15.1.2 - Passenger Safety Briefing Card Produced by SAFAIR, Inc. (2003), at each seat position.
6.12 Use of Checklists					
6.12.1	Is there a checklist for each type of aircraft operated that covers normal, abnormal and emergency operations and is it available to crew members?				FOM 3.8.3 - Use of Checklists: OEM Version is used.
	Is the checklist consistent with the aircraft flight manual and any SOP?				FOM 3.8.3 - Use of Checklists-OEM Version used same issue date as AFM. Includes SOPs.
	Does it have a date of issue that reflects this consistency?				3.8.3 See above. OEM current issue on board the aircraft.
6.12.2	Does the operator have procedures to ensure that every crew member follows the checklist in the performance of their assigned duties?				3.8.3 See above. FAR 61.58 checks annually in simulator satisfies the proper use of any checklist type
6.13 Fatigue Management					
6.13.1	Does the operator have a fatigue management programme that ensures that all personnel involved in the operation do not carry out their duties when they are fatigued and that				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	includes: a. fatigue management guiding principles, b. appropriate training and education regarding preventive and operational fatigue countermeasures; and c. flight and duty time limitations?	Y Y Y			a. FOM 3.8.6 - Fatigue Management b. FOM 3.8.6.1 – Operational Considerations and 5.3.0 – Overview of Personnel Training Requirements c. FOM Section 3, Table 1 depicts flight and duty time limitations.
6.13.2	If deviations from the flight and duty time limitations are permitted, does the system include: a. a risk assessment process, b. the identification of the management person authorized to approve the deviation, and c. a record of the deviation, risk assessment and mitigation?	Y Y Y			a. – c. FOM 3.8.6 - Fatigue Management contains guidance for deviations, including completion of a risk assessment via Form 8.6.0 – Extension to Maximum Flight Duty Time/Reduced Crew Rest. Authorization by Chief Pilot/DOM only and retained on file in the Flight Department Office for two years.
6.13.3	Do deviations require the expressed approval of all personnel involved?	Y			FOM 3.8.6(B) requires Chief Pilot and individual crew members to approve.
6.14 Travel Health Issues					
6.14	*If the operator conducts international operations have they developed procedures for assessment of health risks at out of country destinations and for handling of passengers and crew should they be exposed to infectious disease or significant health risks?* ***(Recommended practice)***	Y			Subscription with MedAire for training and in-flight use of medical kits. MedAire access is also available while RON at world-wide locations. FOM 3.15.2.3. – Travel Health Issues also addresses this topic.
6.15 Seating Requirements					
6.15.1 6.15.2 6.15.3	Does the operator have seating standards for crewmembers and passengers that comply with this section?	Y			FOM 3.9.0 - Flight Crewmembers at Duty Stations and 3.15.0 – Passenger and Cabin Safety Procedures
6.16 Cabin Baggage					
6.16	Does the operator specify procedures to ensure that all baggage carried onto an aircraft and taken into the passenger cabin is adequately and securely stowed?	Y			FOM 3.15.1.1 – Normal Operations and 3.15.2.1 - Stowage of Hand Luggage and Galley Equipment
6.17 Microphones and Headsets					
6.17	Does the operator have procedures to ensure that flight crew members of: a. flight crew members of large or turbojet aeroplanes on the flight deck required to communicate through boom microphones below the transition level/altitude, b. helicopters use headsets and communicate through a boom microphone at all times?	Y		N/A	a. FOM 3.12.7.1 - Navigation & Communications Equipment Boom microphones must be used below the transition level/altitude b. N/A
	Analysis of Non-conformities				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	None.				
	Findings				
	Operator's Flight Operations Manual contains very thorough descriptions of the entire flight planning process using detailed and specific policies and procedures. There are two co-owners of the company Gulfstream IV aircraft. One of the owners uses the flight attendant, and the other owner does not. When the Flight Attendant is on board, she makes all cabin safety announcements and performs passenger briefings; when she is not, a designated pilot will make all cabin emergency briefings. Crew duties are clearly defined. Requirements for flight and duty times are also very specific, and are not exceeded on any flight, except as permitted under Part 91 and in accordance with FOM guidelines. Extensions to flight duty times are only as approved by the Chief Pilot after a flight risk assessment is performed. Operational control procedures are very well-defined, and are appropriate for this operation. Flight operations policies and procedures, and pilots and maintenance technicians demonstrated a clear understanding of these expectations, and the ability to comply with them.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**7. Operations in International Airspace**				
7.2 Compliance					
7.2.1	Has the operator maintained a process to ensure that flight crews are familiar with and comply with the requirements, rules, regulations and procedures in international and the various sovereign airspaces in which they operate?	Y			FOM 3.14.0 - Special Areas of Operation and 3.1.3 – Responsibilities and Authorities both refer to the SK Travel International Operations Manual which is permanently stored aboard the aircraft.
7.2.2	Does the operator have procedures for discharging responsibility for disembarking passengers and crew members from the time they leave the aircraft until they are accepted for examination for entry into a State?	Y			FOM 3.15.2 - Passenger Handling - Arrivals. One pilot will escort all passengers to the terminal or FBO for entry.
7.3 International, RVSM, MNPS, RNAV & RNP Airspace Qualifications					
7.3.1	Have the flight crews completed international, RVSM, MNPS, RNAV or RNP (as appropriate to the operation) airspace operations training and been authorized to operate in such airspace?	Y			FOM 5.2.2.6 - Special Areas of Operation and 5.3.0 - Overview of Personnel training Requirements. Completed every 24 months at FlightSafety.
7.3.2	Does the training programme ensure that crews understand the relationship between State of Registry/Operator operating rules and procedures and the ICAO Rules of the Air when operating in international airspace?	Y			FOM 3.1.3.C – Responsibilities and Authorities and 5.2.2.6 – Special Areas of Operation require this. Also, FOM 5.2.1.2 requires of contract pilots, if any.
7.4 Operational Approval and Aircraft System Requirements					
7.4	Prior to operation in RNP, MNPS, RNAV or RVSM airspace, has the operator ensured that: a. the aircraft has been authorized by the State of Registry; b. the aircraft meets the aircraft system, airworthiness, continuing airworthiness (including maintenance personnel training) and operational requirements for the operations concerned; and c. the appropriate current operational approval has been obtained from the State of Registry/operator and where required for certain PBN operations, from the State where the operation will be conducted?	Y Y Y			a. FOM 3.1.3.C – Responsibilities and Authorities b. FOM 3.1.3.C and 5.2.4 – Maintenance Personnel Training c. FOM 3.1.3.C and 5.2.2.6: Reference to Company International Operations Manual. Also, FAA Approved LOA's are on board the aircraft.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
7.5 Standard Operating Procedures					
7.5.1	For operations in international airspace involving performance based navigation: a. does the operator have standard operating procedures for international airspace operations? b. are flight crews trained in use of the international operations SOP? c. are copies of the SOP carried on board the aircraft?	Y Y Y			a. FOM 3.1.3.C – Responsibilities and Authorities and 1.1.4 – Standard Operating Procedures. Co. Int'l Ops Manual in the a/c at all times. b. FOM 5.3.0 - Overview of Personnel Training Requirements c. Int'l Ops Manual on the a/c at all times.
7.6 International Publications Library					
7.6	*Is there an International Publications library or means to access the information, and are all amendments of hard copy documents current?* ***(Recommended practice)***	Y			Subscriptions are maintained with Universal Weather & Aviation; International procedures and publications are available from Universal's website.
	Analysis of Non-conformities				
	None.				
	Findings				
	Operator flies internationally only a few times each year. However, flight department pilots and the flight attendant stay abreast of all international operations procedures by receiving recurrent training every two years. A separate International Operations Manual has been developed and is kept on board the aircraft at all times. The International Operations Manual is very well documented and detailed for international flight operations. Universal Weather & Aviation provides international flight planning, flight plans, flight-following and passenger handling upon arrival, as well as local fueling arrangements and over-flight permits. Required international operations training is accomplished and documented in individual training folders. Detailed international airspace navigation, qualification and equipment procedures are included. The appropriate and current FAA LOAs are carried on board the aircraft and referenced in the FOM and in the international operations manual. Sound and appropriate international operations program that is well managed by the Chief Pilot/Director of Maintenance.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities

Element	8 Aircraft Equipment Requirements				
8.1 General Requirements					
8.1.1	Are the operator's aircraft equipped in accordance with the requirements set out in ICAO Annex 6, Part II or Part III as applicable, for VFR, IFR and night operations? (See section 8.10 – 8.14 of this element)	Y			FOM 3.1.3.C – Responsibilities and Authorities ; 3.14.0 – Special Areas of Operation covers items listed in the separate International Operations Manual
8.1.2	Is all required aircraft equipment approved or do they otherwise meet the technical specifications prescribed by the State of Registry?	Y			OEM-equipped aircraft meets all FAA requirements
8.2.A Instruments and Associated Equipment – Aeroplanes					
8.2.1 8.2.2 8.2.3	Are all aeroplanes equipped with the instruments and associated equipment specified in 8.2.A of the IS-BAO for VFR, IFR and Night operations as conducted?	Y			All equipment listed in IS-BAO 8.2.A. is provided by OEM
8.2.H Instruments and Associated Equipment – Helicopters					
8.2.1 8.2.2 8.2.3 8.2.4 8.2.5	Are all helicopters equipped with the instruments and associated equipment specified in 8.2.H of the IS-BAO for VFR, IFR and Night operations as conducted?			N/A	
8.3 Operational Information and Documents					
8.3.1	Is the following documentation or information available on the flight deck: a. pertinent aeronautical charts; b. pertinent enroute, terminal area, and instrument approach procedure charts; c. aircraft performance data; d. aircraft checklists; e. the operator's operations manual; f. SOP manual (where established) g. the aircraft flight manual; h. the aircraft minimum equipment list (MEL) if aircraft is being operated in accordance with a MEL; i. aircraft C of A or other flight authority and C of R; j. aircraft radio licence; k. insurance certificate; l. documentation required for the area of operation; m. interception procedures; and n. for international commercial air transport operations, a certified	Y Y Y Y Y Y Y Y Y Y Y Y Y		N/A	a. & b.- Hard copy and EFB for both pilots as required in FOM 3.1.3.C. c. AFMATIC for G-IV. Both pilots have that program on their company computers; FOM 3.5.0. – Performance Data describes d. Checklists are located in the EFB's e. FOM 3.1.3.C requires to be carried in hard copy on aircraft, also on EFB f. SOPs on FSI plastic binders, also used during annual recurrent simulator training. g. AFM is carried on aircraft in hard copy form. h. MEL Hard copy in aircraft binder i. Hard copy on aircraft in binder; per FOM 3.1.3.1 – Minimum Equipment List Procedures j. Hard copy on aircraft in binder k. Hard copy on aircraft in binder l. Hard copy as necessary for geographic location. m. FOM 3.1.3.C n. Not an air carrier.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	true copy of the air operator certificate?				
8.4 Seats, Safety Belts and Shoulder Harnesses					
8.4.1	Except as provided in 8.4.2.H below, are all aircraft equipped with: a. a seat for each occupant of the aircraft, except for infants under an age specified by the State of Registry; b. a safety belt, having a metal-to-metal latching device, for each passenger (other than infants); c. a shoulder harness for each flight crew member and any other person occupying a flight deck seat or a sideways facing seat; and d. a shoulder harness for each flight attendant seat that is not a regular passenger seat?	Y Y Y Y			a. – d. FOM 3.1.3.C outlines seating, safety belt and shoulder harness requirements; OEM Equipment provides all required restraint systems
8.4.2.H	For helicopter operations where in-flight transfer of personnel or door-open operations is required and approved, involving operations without a crew seat, is a secure safety harness fitted and used?			N/A	
8.5 Emergency Equipment – General					
8.5.1	Are all aircraft equipped with at least: a. first aid kit; b. fire extinguishers for use in the crew, passenger and cargo compartments; and c. a crash axe (aircraft with a seating capacity of more than 19 passengers only).	Y Y Y			a. & b. FOM 4.11.0 – Emergency/Survival Equipment requires these; Advanced MedAire First Aid Kits are carried c. OEM supplied, located on flight deck
8.5.2	*For pressurized aeroplanes is there portable breathing equipment suitable for use when combating fires on board the aircraft?* ***(Recommended practice)***	Y			Portable mask and oxygen bottles for crew and passengers
8.5.3	*Are there placards that identify the location of aircraft emergency equipment?* ***(Recommended practice)***		N		Not in every case.
8.6.A Flight Over Water – Aeroplanes					
8.6.1	If aeroplanes are operated on extended flights over water are they equipped with a life preserver or flotation device for each occupant of the aircraft?	Y			FOM 4.11.2 – Flights Over Water requires this. Life preservers are stored under each seat
8.6.2	Does the operator of aeroplanes have a process to determine survival risks	Y			a. & b. – FOM 3.1.3.C – Responsibilities and Authorities and

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	involved in extended flights over water? a. Based on the risk assessment are life rafts available in sufficient numbers to carry all persons on board carried in the aeroplane? b. Are these life rafts provided with life saving equipment, including a means of sustaining life, appropriate to the area of operation?				4.11.0 – Emergency/Survival Equipment both require and describe procedures. Two 12-person rafts are stored underneath rear divan in cabin, and contain prescribed life sustaining equipment.
8.6.H Flights Over Water – Helicopters					
8.6.1	Are helicopters engaged in offshore operations further than 25 nm from land fitted with a permanent, or rapidly deployable, means of flotation so as to ensure a safe ditching of the helicopter?			N/A	
8.6.2	Are helicopters operating in accordance with 8.6.1 equipped with: a. lifejackets with illumination for each person on board, b. life rafts in sufficient number to carry all persons on board the helicopter, c. with the life raft equipment providing means of sustaining life as appropriate to the to the operations being undertaken, d. pyrotechnical distress signals equipment?			N/A	
8.6.3	Does the operator have procedures for helicopter occupants to wear ether survival suits or life jackets when offshore operations are being conducted?			N/A	
	Does the operator have procedures for survival suits to be worn by all occupants when the sea temperature is less than 10°C or when the estimated rescue time exceeds the calculated survival time, except when temperature conditions on the flight deck make the wearing of survival suits a hazard? ***(Recommended Practice)***			N/A	
8.6.5	Does the operator have a procedure to ensure that life jackets are available to all on-board when helicopters are taking off or landing over water and there is a risk of ditching?			N/A	
8.6.6	Are the life rafts required in 8.6.2.b			N/A	

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	deployable by remote control? ***(Recommended Practice)***				
8.6.7	If the life rafts referred to above are not deployable by remote control and have a mass of 40 kg or more is there a means of mechanical assist deployment?			N/A	
8.7 Flights Over Remote Land Areas					
8.7	If aircraft are operated across land areas which have been designated as areas in which search and rescue would be especially difficult, are they equipped with signalling devices and life-saving equipment (including means of sustaining life) as is appropriate to the area overflown?	Y			FOM 4.11.0 – Emergency/Survival Equipment and 4.11.2 – Flights Over Water. Life rafts contain life sustaining equipment and signalling devices that are appropriate for land and water survival applications.
8.8 High Altitude Flights – Oxygen Requirements					
8.8.1.A	Are aeroplanes that are intended to be operated at high altitudes equipped with sufficient oxygen storage and dispensing apparatus capable of storing and dispensing the oxygen supplies required under section 6.2.6?	Y			FOM 3.12.6 - Oxygen Equipment and Use
8.8.1.H	Do helicopters when intended to be operated at altitudes where the use of oxygen has been prescribed, carry equipment for storing and dispensing the oxygen supplies required in 6.2.6?			N/A	
8.9 Icing Protection and Weather Detection Equipment					
8.9.1	Has the operator ensured that only aircraft that are certified and equipped to cope with such conditions are operated into known or forecast icing conditions?	Y			FOM 3.4.4 – Icing states this requirement; part of certificated equipment installed by OEM.
8.9.2.A	Are pressurized aeroplanes equipped with operative weather detection equipment, when appropriate?	Y			FOM 3.4.2 – Severe Weather; part of certificated equipment installed by OEM
8.9.2.H	*Are helicopters which are involved in passenger carrying operations at night or under IFR in areas where thunderstorms may be expected, equipped with weather-detecting equipment capable of detecting thunderstorms?* **(Recommended Practice)**			N/A	
8.10.A ELT – Aeroplanes					
8.10.1 8.10.2 8.10.3 8.10.4	Are the operator's aeroplanes equipped with ELTs as required by sections 8.10.A of the IS-BAO?	Y			FOM 3.1.3.C – Responsibilities and Authorities

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
8.10.H ELT – Helicopters					
8.10.1 8.10.2 8.10.3	Are the operator's helicopters equipped with ELTs as required by sections 8.10.H of the IS-BAO?			N/A	
8.11.A GPWS – Aeroplanes					
8.11.1 8.11.2 8.11.3	Are the operator's aircraft equipped as required by section 8.11.A of the IS-BAO?	Y			OEM-equipped with enhanced GPWS
8.11.4	Does the operator have a process to ensure that the data base for GPWS is current? Are the pilots trained in use of the system?	Y			DOM installs and monitors, updates automatically provided and tracked by OEM on-line tracking system. Pilots train initially annually during simulator recurrency training.
8.11.H GPWS – Helicopters					
8.11.1,a	For helicopters that are equipped with a GPWS, does the equipment meet the requirements of 8.11.H of the IS-BAO?			N/A	
8.11.1.b	Does the operator have a process to ensure that the data base for the GPWS is current? Are the pilots trained in use of the system?			N/A	
8.12 ACAS II					
8.12.1	Are the operator's aircraft equipped as required by section 8.12 of the IS-BAO?	Y			FOM 3.12.0 – Aircraft Equipment spells out equipment requirements
8.12.2	*Are the operator's aircraft equipped with an Airborne Collision Avoidance System (ACAS II)* ***(Recommended practice)***	Y			FOM 3.12.4 – TCAS II
8.13 ATC Transponder and Altitude					
8.13.1.A 8.13.2.A	Are all aeroplanes equipped with a pressure altitude reporting transponder as required by section 8.13 of IS-BAO?	Y			Dual transponders with altitude reporting per FOM 6.4.1.4 – ATC Transponder Tests and Inspections and 6.4.1.3 – Altitude Reporting
8.13.1.H	Are all helicopters equipped with a pressure altitude reporting transponder, unless exempted by the appropriate civil aviation authorities?			N/A	
8.14.A FDR and CVR – Aeroplanes					
8.14.1 8.14.2 8.14.3 8.14.4 8.14.5 8.14.6 8.14.7	Are aeroplanes equipped with FDR and /or CVR as required by sections 8.14.1, 2, 3, 4 or 5 as appropriate, and operated as per 6 & 7?	Y			CVR and FDR installed on aircraft per requirements in FOM 3.12.2 – CVR and 3.12.3 – FDR
8.14.8	*Does the operator have procedures on the post-flight protection and use of flight and cockpit voice recorder*	Y			FOM 3.12.2 – CVR and 3.12.3 – FDR describe these procedures

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	*data? **(Recommended practice)***				
8.14.H	**FDR and CVR – Helicopters**				
8.14.1 8.14.2 8.14.3 8.14.4 8.14.5 8.14.6 8.14.7	Are helicopters equipped with FDR and /or CVR as required by sections 8.14.1, 2, 3, 4 or 5 as appropriate, and operated as per 6 & 7?			N/A	
8.14.8	*Does the operator have procedures on the post-flight protection and use of flight and cockpit voice recorder data? **(Recommended practice)***			N/A	
8.15	**MEL**				
8.15.1	Where a master minimum equipment list (MMEL) is established for the type(s) or aircraft used, has the operator devised a MEL approved by the State of Registry?	Y			FOM 3.1.3.1 – Minimum Equipment List and Procedures describes MEL. approved and carried on boardthe aircraft
8.15.2	Are flight crews and maintenance personnel trained in its use?	Y			FOM 5.13.0 - Overview of Personnel Training requirements
8.15.2	Is a copy of the MEL carried on board the aircraft?	Y			In aircraft binder on board
8.16	**Comm and Nav Equipment**				
8.16.1	Are all aircraft equipped with radio communication equipment to permit the pilot to conduct two-way communications on the appropriate aeronautical frequencies?	Y			Dual Comm/Nav on board: Honeywell NZ-2000 system; FOM 3.12.7.A – Navigation and Communication Equipment requires this.
8.16.2	Are all aircraft equipped with sufficient radio navigation equipment to receive radio signals from the transmitting facilities to be used and to permit the aircraft to navigate in the event of the failure of one navigation unit?	Y			FOM 3.12.7.B – Navigation and Communication Equipment
8.16.3	Does the operator have procedures to ensure that electronic data bases are compatible with the intended function of the equipment and are current?	Y			FOM 3.12.7.E – Navigation and Communication Equipment
8.16.4.A	Are large and turbojet aircraft equipped with boom mikes at all flight crew stations?	Y			FOM 3.12.7 – Microphones and Headsets states this requirement
8.16.5.H	Are helicopters equipped with headset with boom microphone and a transmit button on the flight controls for each required pilot and crew member at his working station?			N/A	
	Analysis of Non-conformities				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	None.				
	Findings				
	OEM-equipped Gulfstream IV, N121JM, is well-equipped to perform operations under FAR Part 91 and as described in IS-BAO Element 8. FAA-approved MEL is kept on board the aircraft, and deferral procedures are outlined in good detail in the Flight Operations Manual.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**9 Aircraft Maintenance Requirements**				
9.1 Maintenance Control System					
9.1.1	Does the operator, other than one to which 9.1.2 applies, have a maintenance control system that is appropriate to the type and number of aircraft operated and the manner in which the maintenance is conducted?	Y			Described in Section 6 of the FOM in very good detail, appropriate for this small flight department's operation.
9.1.2	Does an operator to which the EASA rules apply have a continuing airworthiness management system that meets the requirements of (EC) No 2042/2003 Annex I (Part-M) as amended?			N/A	
The remainder of Element 9 applies only to those operators to which section 9.1.1 applies					
9.1.3	Does the operator have a written description of its maintenance control system in the company operations manual or maintenance manual?	Y			FOM Section 6 FAR 91.409(f)(3)
9.1.4	In that section of the company operations manual or maintenance manual, does the operator provide a detailed description of the maintenance control system containing at least the following information: a. where maintenance functions have been assigned: i. the position or title of the person to whom functions have been assigned, ii. a description of the functions and scope of work that have been assigned to each position, person or organization, and iii. where necessary for clarity, a chart depicting the distribution of functions and lines of authority; b. for elementary work or preventative maintenance and aircraft servicing: i. identification of those standards or maintenance data (aircraft manufacturer's, CAA's or other) to be used, ii. the procedures to confirm that regulatory information and technical data appropriate to the work performed are used;	Y Y Y Y Y			a. i. through iii: FOM 6.2.0 - Responsibilities of the Director of Maintenance b. i. & ii. FOM 6.5.0 – Preventative Maintenance; also 6.4.0 - Aircraft Records. Aircraft Log Book entries or various component records. Department uses the OEM CMP computerized maintenance recordkeeping software via on-line access.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	iii. details of the methods used to record the maintenance, elementary work/preventative maintenance or servicing performed, and to ensure that any defects are recorded in the aircraft technical record;	Y			iii. FOM 6.4.0 – Aircraft Records describes recordkeeping procedures c. FOM 6.3.4 - Scheduled Maintenance Governed by FAR 91.409(f)(3) and the OEM approved maintenance and inspection interval program.
	c. the identification of any maintenance schedule/ programme authorized by the State of Registry;	Y			
	d. a detailed description of the procedure used to ensure that any maintenance tasks required by the maintenance schedule/programme, an airworthiness directive, or any task required for the rectification of a defect is completed within the time constraints specified in national regulations;	Y			d. OEM program tracks on line 30-60-90-day schedules. MSG-3 program with Gulfstream. FOM 6.8.0) - Technical Dispatch, and (B) lists completion times required, operating cycle intervals, or flight time intervals for compliance.
	e. a description of the assessment programme for aircraft Service Bulletins and Airworthiness Directives and the associated documentation;	Y			e. FOM 6.3.3 - Airworthiness Directives Chief Pilot/Director of Maintenance reviews all A/D's, S/B's Service Letters, etc. These are received d by Fax machine and direct e-mail via BlackBerry
	f. procedures to ensure that only parts and materials that meet regulatory requirements and manufacturer's specifications are used in the performance of maintenance, elementary work/preventative maintenance or servicing, including any details respecting part-pooling arrangements that have been entered into;	Y			f. FOM 6.9.0 – Parts, Material Control and Tool Calibration describes tool calibration, description of both parts and special tools and their annual renewal of calibration by shipping of those tools to a vendor. A locally prepared approved vendor list is maintained for regular use. No part-pooling arrangements exist.
	g. procedures to ensure that properly calibrated tools are used in the performance of maintenance, elementary work/preventative maintenance or servicing,	Y			g. FOM 6.9.0 - Parts, Material Control, and Tool Calibration. Last accomplished July 2011, next due in July of 2012. CMP system used to track accomplishment.
	h. a description of the maintenance training and required competencies of the maintenance staff;	Y			h. FOM 5.2.4 – Maintenance Personnel Training. Separate training folders for each individual are maintained to document any external or internal training received
	i. a description of the kinds of personnel and training records kept;	Y			i. FOM 5.2.4 and 5.3.0 – Overview of Personnel Training
	j. a description of the procedure	Y			j. FOM 6.10.0 – Aircraft Weight and

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	used to ensure that the Basic Empty Weight (BEW) of an aircraft is maintained, current and properly documented;				Balance Control describes this procedure k. FOM 6.12.0 – Flight Authorization identifies the Chief Pilot/Director of Maintenance
	k. the identification of any person eligible to apply for a flight permit or special flight authorization in respect of the operator's aircraft; and	Y			l. 6.8.5 - Tool and Material Control lists procedures
	l. procedures for a tool or material control programme?	Y			
9.1.5	Does the operator have procedures to provide a copy of the relevant manual or maintenance manual section that details the maintenance control system, or relevant portions thereof, to each person or organization who performs or certifies work?	Y			FOM 6.2.0.D - Responsibilities of the Director of Maintenance
9.1.6	In the part of its manual that describes its maintenance control system, does the operator include defect reporting and rectification control procedures for:				a. FOM 6.6.4 Discrepancy Management Recommendations and 6.7.0 - Recurring Defect Control b. FOM 6.6.3.2 – Return to Service. Any time a discrepancy occurs more than 3 times in 15 flight segments, an investigation is opened.
	a. recording aircraft defects;	Y			
	b. ensuring that defects are rectified in accordance with regulatory requirements and manufacturer's specifications;	Y			c. FOM 6.7.0 – Recurring Defect Control
	c. detecting defects that recur and identifying those defects as recurring defects; and	Y			d. FOM 6.6.4 - Discrepancy Management Recommendations. The MEL, if appropriate, will be initiated should a delay in repairing a defect occur. Proper log book entries are always required and performed. FOM 6.7.0 - Recurring Defect Control also applies.
	d. scheduling, within the permitted period of deferral, the rectification of defects whose repair has been deferred?	Y			
9.1.7	In the part of its manual that describes the maintenance control system, does the operator include technical dispatch instructions that:				a. i. FOM 6.8.0 - Technical Dispatch
	a. ensure that aircraft are				ii. FOM 6.8.0
	i. maintained in an airworthy condition,	Y			
	ii. appropriately equipped, configured and maintained	Y			

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	for the intended use, and				
	iii. maintained in accordance with the authorized maintenance program;	Y			iii. FOM 6.8.0 – Technical Dispatch b. FOM 6.8.0 and 6.6.2 – Inoperative Instruments and Equipment. The MEL will be initiated if necessary to dispatch the aircraft when a part is not available.
	b. ensure that all MEL procedures and other authorized deferred item list procedures are followed and requirements met;	Y			c. FOM 6.8.0 – Technical Dispatch, governed IAW FAR 91.409(f)(3).
	c. meet the requirements of the State of Registry civil aviation regulations and standards; and	Y			d. FOM 6.4.1.1 – Maintenance Records, 6.6.3.2 – Return to Service, 6.6.4 – Discrepancy Management Recommendations and 6.8.0 - Technical Dispatch
	d. ensure a maintenance release has been completed following maintenance?	Y			
9.1.8	If there have been any deviations from the procedures in the maintenance control system do they conform to national regulations and are substantiated by a risk analysis?	Y			No deviations from FAR 91.409(f)(3). However, 2.3.3.4 – Deviation Report Form details procedures for any deviations from the FOM.
9.1.9	Does the operator have a procedure that ensures that the following records are kept on each aircraft for appropriate periods:				a. through f. FOM 6.4.1.1. – Aircraft Maintenance Records describes detailed maintenance recordkeeping procedures.
	a. total time in service for the aircraft and life-limited components,	Y			IAW FAR 91.409(f)(3), the manufacturer's approved inspection program.
	b. current status of compliance with applicable mandatory continuing airworthiness information, including life limited component log cards,	Y			
	c. appropriate details of modifications and repairs to the aircraft,	Y			
	d. time in service since last overhaul of the aircraft or its components subject to a mandatory overhaul life,	Y			
	e. current status of the aircraft's compliance with the maintenance programme, and	Y			
	f. detailed maintenance records to show that all requirements for the signing of a maintenance release have been met?	Y			
9.1.10	Does the operator have a procedure to ensure that continuing airworthiness information resulting	Y			FOM 6.3.7 – Scheduling Inspections, Maintenance, and Time-Limited Components.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	from maintenance and operational experience is transmitted to the State of Registry as required?				
9.1.11	If the operator maintains turbojet or large aircraft or any aircraft engaged in commercial air transport of aerial work, is the maintenance programme authorized by the State of Registry, does it contain: a. maintenance tasks and the intervals at which these are to be performed, b. a continuing structural integrity programme, when applicable, c. procedures for changing or deviating from a) and b) above as authorized by the State of Registry, d. condition monitoring and reliability programme descriptions for aircraft systems, components and powerplants, when applicable, and e. identification of mandatory maintenance task and intervals?	Y Y Y Y Y			a. through e. – FOM 6.3.2 – Inspection Programs contains these inspection requirements, IAW FAR 91.409(f)(3), the manufacturer's approved inspection program.
9.2 Maintenance Agreements					
9.2.1	Does the operator have a system that ensures that no person or organization performs maintenance on operator aircraft unless the person is an employee of the operator or has been authorized to perform the work under the terms of a written maintenance agreement or other form of authorization specified in the company operations manual or maintenance manual?	Y			FOM 6.11.0 – Maintenance Arrangements requires that maintenance at outside facilities must be at an approved maintenance facility, IAW FAR's, based on FAA Certification Status and industry reputation. A written contract or MOU must be in force. Aircraft maintenance is monitored by the Chief Pilot/Director of Maintenance on-site.
9.2.2	Has the operator included provisions in the company operations manual for flight crew to obtain maintenance services when away from home base?	Y			FOM 6.11.0 – Maintenance Arrangements: Away From Home Base. Must be approved by the Chief Pilot/Director of Maintenance using 8.7.0 Maintenance Compliance Form
9.2.3	*Does the operator include provisions in maintenance agreements to ensure that maintenance personnel do not carry out maintenance work when they are fatigued?* ***(Recommended practice)***	Y			FOM 6.11.0 – Maintenance Arrangements and 6.13.0 – Maintenance Safety Programs. Addition of this requirement to FOM 8.7.0 Maintenance Compliance Form will enhance effectiveness.
9.3 Person Responsible for Maintenance					
9.3.1	a. Has the operator appointed a person to be responsible for its maintenance control system?	Y			a. FOM 6.2.0 - Responsibilities of the Chief Pilot/Director of Maintenance

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
	b. Is that person authorized to remove aircraft from operation where the removal is justified because of non-compliance with the requirements of national regulations or because of a threat to the safety of the aircraft, persons or property?	Y			b. FOM 6.2.0(C)
9.3.2	Has the operator provided the person who is responsible for the maintenance control system with the staff, facilities and other resources necessary to ensure that the maintenance is conducted in accordance with the civil aviation authority requirements and meets the safety management goals of the operator?	Y			FOM Preamble contains a strong statement regarding the provision of necessary resources, in terms of time, money and staffing, to safely run this flight and maintenance operation. Good indicators of this were observed during interviews and aircraft and facilities inspections.
9.4 Maintenance Personnel Recency					
9.4.1	Does the operator have a process to ensure that persons who hold maintenance release authority have had at least six months experience in the preceding 24 months?	Y			FOM 6.6.3.2.E – Return to Service contains a note to this effect. There is also a requirement in form 8.7.0. for outside maintenance facilities to comply with this.

	Analysis of Non-conformities
	None.
	Findings
	The Director of Maintenance is also the Chief Pilot for this operator. He is dual certified as an FAA ATP Type Rated pilot and a FAA-certified A&P aircraft maintenance technician. He is assisted by one contract maintenance technician. The maintenance department actions, duties and responsibilities are well delineated in the Aircraft Maintenance section, found in Section 6 of the flight operations manual. The maintenance and inspection program intervals are as approved by the OEM under FAR Part 91.409 (f)(3) using the OEM's approved maintenance and inspection program. Maintenance records are maintained by using the OEM's computerized maintenance tracking software. The maintenance control system for this operator is appropriate to the size and scope of the operation, and the DOM has been provided the necessary staff, facilities and other resources needed to meet regulatory requirements and safety management goals. All outside maintenance is performed only at OEM approved maintenance facilities that meet or exceed FOM and SMS requirements of this operator.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**10 Company Operations Manual**				
10.1	Does the operator provide each person concerned with an operations manual containing all the instructions and information necessary for personnel to perform their duties?	Y			Page V, Distribution/Reissue Procedures, Electronic versions, policies & Procedural Changes.
	Is the manual amended or revised as necessary to ensure that the information contained in it is kept up to date?	Y			Page v – Distribution/Reissue, second paragraph. Changes initially distributed by e-mail as a read and initial document, later permanently.
	Are all amendments or revisions issued to all personnel that are required to use the manual?	Y			Page v - Distribution/Reissue
10.2	Does the manual contain at least the following:				a. Pages xi – xx b. Pages iii, iv, vii & x
	a. table of contents;	Y			c. FOM 1.3.0 - Responsibilities, Duties & Qualifications
	b. amendment control page and list of effective pages;	Y			d. FOM Section 2 – Safety Management System
	c. duties, responsibilities and succession of management and operating personnel;	Y			e. 3.1.0 - Operational Control System
	d. operator safety management system;	Y			f. FOM 3.13.1 - MEL Procedures, Defect Deferral Procedures
	e. operational control system;	Y			g. FOM 3.2.0 - Flight Rules, including 3.2.1, 3.2.2, .3.2.3, 3.2.4.
	f. MEL procedures (where applicable);	Y			h. FOM 3.8.4 - Use of SOPs
	g. normal flight operations;	Y			i. 3.4.0 - Weather Considerations
	h. SOPs (may be a separate manual for each aircraft type);	Y			j. FOM 3.8.6 - Fatigue Management
	i. weather limitations;	Y			k. FOM Section 4 – Emergency Ops
	j. flight and duty time limitations;	Y			l. 4.3.0-Emergency Response Plan
	k. emergency operations;	Y			m. Section 5 - Training Programs
	l. accidents/incidents consideration;	Y			n. FOM 5.3.0 – Overview of Personnel Training Requirements
	m. personnel qualifications and training;	Y			o. FOM Section 6 - Aircraft Maintenance
	n. record keeping; and	Y			p. Section 7 - Security Procedures
	o. a description of the maintenance control system;	Y			q. FOM 3.5.0 - Performance Data
	p. security procedures;	Y			r. FOM 4.5.0 – Reporting an Aircraft Accident / Incident; 3.12.2.C – CVR and 3.12.3 - FDR
	q. performance operating limitations;	Y			s. FOM 3.15.4 – Dangerous Goods and 5.2.1.1 – Company Training describe these procedures
	r. use/protection or FDR/CVR records; and	Y			
	s. handling of dangerous goods?	Y			

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
10.3	Does the company operations manual contain a description of the process to allow deviations (if deviations are allowed) from the provisions contained in it and specify the person who may approve such deviations?	Y			FOM 1.1.3 - Manual Deviations, as approved by the Chief Pilot/Director of Maintenance.
	Do deviations identify the associated conditions under which they are permitted or required?	Y			FOM 1.1.3.A - Manual Deviations, as approved by the Chief Pilot/Director of Maintenance
	Are deviations based on a risk assessment process?	Y			FOM 1.1.3.C requires a risk assessment.
10.4	*Is the design of the company operations manual and all associated manuals based on good Human Factors principles?* **(Recommended Practice)**	Y			FOM closely follows the IS-BAO standard outline, and is very complete and well-organized using industry best practices.

Analysis of Non-conformities

Findings

The operator's FOM is well-written, comprehensive and appropriate for all Part 91 operations conducted. Hazard mitigation procedures are included and described in the Safety Management System Manual found in Section 2 of the FOM. There is a separate International Operations Manual that supplements the company operations manual. Format for the operations manual closely follows the IS-BAO generic company operations manual format. Deviation procedures are well-defined and managed. Revisions to the operations manual are highlighted and often result from other SMS activities, including hazard reports and change management functions. These revisions and amendments are made in a timely manner, usually immediately. The operations manual is an effective management tool, and is revised and reviewed periodically to reflect SMS-driven operational initiatives. Flight department personnel are aware of requirements in the FOM, and consistently follow procedures contained therein.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**11 Emergency Response Plan**				
11.1	Does the operator have a plan detailing the procedures to be followed in the event of an accident, incident or other emergency that is appropriate for the operation?	Y			FOM 4.3.0 – Emergency Response Plan and 4.6.0 - Aircraft Accident/Incident Procedures, with reference to NTSB Reg. Part 830 & Annex 13 for International Operations
11.2	Does the emergency response plan address in-flight incidents involving injuries or serious medical problems suffered by passengers or crew?	Y			FOM 4.7.0 - Other Emergencies references Pilot Incapacitation and In-flight Passenger Illness
11.3	Does the emergency response plan address accidents and incidents not involving aircraft flight operations?	Y			FOM 4.9.0 - Facility/Medical Emergencies refers to the airport (KILG) emergency response plan. Also, Appendix A – Structural and Fuel Farm Fires Emergency Plan authored by airport manager
11.4	Does the emergency response plan include at least: a. procedures for the flight crew or organization to notify the appropriate authorities in the State in which the accident occurred, and to seek medical assistance, as required; b. procedures for the flight operator personnel to notify organization officials of the accident, incident or event; c. procedures for the operator to notify State agencies of the accident, as may be required by law; d. procedures for notification of next of kin; e. on-site procedures to be taken by the flight and cabin crew to assist passengers, prepare visual distress signals (if in a remote area), and preserve the integrity of the accident site; f. procedures for dealing with questions from and providing assistance to the families of passengers and crew members; g. procedures for dealing with questions from the media; h. procedures for participating or co-operating with State agencies and police authorities who may be investigating the accident; and	Y Y Y Y Y Y Y Y			a. – d FOM 4.3.0 - Emergency Response Plan contains an internal and external call list e. FOM 4.6.1.1 – On-Scene Responsibilities f. FOM 4.3.2 - Notification and Accommodation of Company Employees/Next-of-Kin. The administrative assistants of the two aircraft owners are tasked with this responsibility. g. FOM 4.3.4 - Media. The Chief Pilot/Director of Maintenance is solely responsible for media contact. Contract maintenance technician is identified as back-up for this function. h. FOM 4.6.1 - Company Response in the Aftermath of an outlines these procedures. Because there are so few full-time employees, most of these responsibilities fall on the Chief Pilot/Director of Maintenance for all investigation, media contact, etc. Provisions should be made with the administrative assistants of the two aircraft owners' families to accomplish many of these functions.

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
11.4	i. considerations for dealing with the impacts and effects of the accident on the organization's operations and on employees? (I.e. trauma counselling services and other crises intervention support for persons involved or affected by the event)	Y			i. FOM 4.3.2 - Notification and Accommodation of Company Employees / Next-of-Kin includes trauma counselling and other crisis intervention support.
11.5	*Is training and periodic testing on the emergency response plan conducted?* ***(Recommended Practice)***		N		
	Analysis of Non-conformities				
	None.				
	Findings				
	Based on the ownership arrangements of operator's G-IV aircraft, there are very few resources available in terms of corporate infrastructure to assist in emergency response planning and implementation. As a result, the operator has developed a basic emergency response plan to be used in the event of a major aircraft mishap. The ERP is outlined in Section 4 of the FOM, and contains the necessary elements for responding to an accident, incident, or other emergency involving company aircraft, employees, passengers, or facilities. As the flight department consists of only 2 pilots, one flight attendant and one contract maintenance technician, it is very likely that each owner's executive assistant will be pressed into service as the emergency response coordinator in the event of a major aircraft mishap. Increased training for these 2 individuals, along with periodic testing of the response plan, is recommended.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**12 Environmental Management**				
12.1	Does the operator have a process for ensuring compliance with national and local environmental laws and requirements related to: a. noise abatement procedures, consistent with safety including airport curfews; b. ground operations, including aircraft fuelling and de/anti-icing procedures; c. spill containment of toxic and flammable materials and chemicals including disposal of collected materials; d. the disposal of waste materials e. the disposal of international garbage, f. the construction and operation of the operator's hangars and other facilities including fuel storage facilities, and g. operations subject to emissions charges, fees, or purchase of credits related to Market Based Measures regulations?	Y Y Y Y Y Y Y			a. FOM 3.10.0 - Noise Abatement Procedures are also contained in the aircraft binder. Aircraft Noise Certificate (From the OEM) is carried on board the aircraft at all times. b. FOM 3.6.2 - Fuelling Procedures. Atlantic Aviation (local FBO) provides all fuelling and ground handling of SK Travel's aircraft e. FOM 3.15.2.2 – Disposal of International Garbage. Handled by the local FBO at International Airports f. The DRBA hangar owner/lessor is responsible for the maintenance of the hangar at KILG. g. FOM 3.17.0 – Emissions Trading Scheme describes approved international emissions plan administered by the French authorities for the EU.
12.2	*Does the operator have procedures to make flight crews aware of local environmental rules and procedures at destination and enroute airports?* (***Recommended practice***)		N		
	Analysis of Non-conformities				
	None.				
	Findings				
	Environmental management for this operation is primarily the responsibility of the airport facilities manager, the Delaware River and Bay Authority (DRBA) and Atlantic Aviation general manager. The Director of Maintenance is also responsible for maintenance operations that are co-located with flight operations. The operator has developed processes for ensuring that they are in compliance with all national and local environmental laws, and they are documented in the various operating manuals. The airport manager conducts annual training for all flight department personnel as a part of their annual security badge renewal program. All department personnel interviewed were aware of these requirements.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**13 Occupational Health and Safety**				
13.1	Does the operator have a process for identifying and complying with all national and local occupational health and safety laws and requirements related to: a. development and implementation of workplace safety programs; b. compliance with fire safety, first aid and sanitary requirements; c. provision of safety and protective clothing, devices and equipment, particularly fall protection for aircraft maintenance personnel; d. provision of safety information and training to employees; e. ensuring that machinery, tools and equipment, including lifting equipment, meets safety standards; and f. ensuring that hazardous materials are controlled and that employees have information and training in their handling and storage?	Y Y Y Y Y Y			a. through d – FOM 1.4.0 - Hangar Administration. The Delaware River Bay Authority (DRBA) owns and operates the hangar facility. The Chief Pilot/Director of Maintenance is also responsible for confirming policies exist for: emergency procedures, security program, ERP, Safety Policy/Safety Management Program, Hazard Communication, Personal Protective Equipment Use, training programs and Maintenance Safety Programs via formal meetings and training with the DRBA airport manager. Hydraulic lift needs a permanent safety harness installed. e. FOM 6.13.0 - Maintenance Safety Programs. f. FOM 5.13.0-Overview of Personnel Training Requirements and 3.15.4 – Dangerous Goods describes hazmat and MSDS procedures.
13.3	Does the operator have procedures to ensure that all company personnel and passengers accessing the aviation environment are made aware of OHS requirements and adhere to the operator's associated procedures?	Y			Reference in the FOM to separate Occupational Health and Safety Manual, still under development.
	Analysis of Non-conformities				
	None.				
	Findings				
	The FOM adequately describes the duties and responsibilities of both Landlord and Tenant with respect to occupational safety. The Director of Maintenance/Chief Pilot has installed many safety features in hangars and other work areas. Continued focus in this area will improve overall effectiveness of the workplace safety program. Element 13.1.a. and 13.3 – Development and implementation of workplace safety program is required, but not well-defined in operator's FOM. Cause – Simple lapse in documentation clarity Action Required – Add a reference to FOM referring to separate Occupational Health and Safety Manual, and complete development of this manual. Suspense – June 30, 2012				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**14 Transportation of Dangerous Goods**				
14.1.1	Has the operator ensured that dangerous good are not transported except where authorized and in accordance with ICAO *Technical Instructions for the Safe Transport of Dangerous Goods or the IATA Dangerous Goods Regulations*?	Y			FOM 3.15.4 - Dangerous Goods. All flight department employees are required to receive training as to the recognition and proper handling of dangerous goods. Operator does not have Transportation of Dangerous Goods authority.
14.1.2	Has the operator taken steps to advise passengers as to what constitutes dangerous goods, and whether and how those goods can be carried on aircraft?	Y			Contained in FOM 3.15.4. Passengers are briefed on what constitutes dangerous goods.
14.1.3	Does the operator train aircraft crewmembers on these procedures at least every two years?	Y			FOM 5.3.0 - Overview of Personnel Training Requirements. Annual FSI e-Learning program is required for all flight department employees.
The remainder of this section is not required if the operator does not have Transportation of Dangerous Goods authority.					
14.2.1	Has the operator met all State regulatory requirements for the transportation of dangerous goods?			N/A	
14.2.2	Has the operator ensured that all dangerous goods are: a. classified, b. packed, c. labelled and marked, d. loaded, e. stowed, f. accompanied by documentation, and g. transported in accordance with the provisions of the ICAO *Technical Instructions for the Safe Transport of Dangerous Goods or the IATA Dangerous Goods Regulations* and the rules of the State of the operator?			N/A	
14.2.3	Has the operator taken steps to ensure that all personnel involved in the transportation of dangerous goods are trained and certified in accordance with the ICAO or IATA requirements and those of the State of the operator?			N/A	
14.2.4	Does the operator have a system to advise their shipping department of what constitutes dangerous goods, and whether and how those goods can be carried on aircraft?			N/A	
	Have aircraft crew members received training on these procedures in the last two years?			N/A	

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
14.2.5	Has the operator taken steps to ensure that dangerous goods are not accepted from third parties for transportation unless the shipper has complied with all relevant ICAO or IATA provisions and the rules of the State of the operator?			N/A	
14.2.6	Has the operator taken steps to ensure that the PIC of their aircraft is informed of what dangerous goods are being carried on board the aircraft, as early as practicable before the departure of the aircraft?			N/A	
14.2.7	Does the operator have a process to ensure that if an aircraft carrying dangerous goods is involved in an accident or serious incident, information on the dangerous goods on board is provided to emergency personal, the authorities of the State in which the accident occurred and the State of the operator without delay?			N/A	
14.2.8	Does the operator have a process to ensure that if an aircraft carrying dangerous goods is involved in an incident, information on the dangerous goods on board is provided to emergency personal and the authorities of the State in which the accident occurred if such information is requested?			N/A	
	Analysis of Non-conformities				
	None.				
	Findings				
	All employees have been properly trained and have completed the FSI eLearning program for IS-BAO dangerous goods recognition and handling. The Flight Operations Manual adequately addresses these requirements, and all passengers and crew understand that this operator does not transport dangerous goods.				

ref.	Requirement	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**15 Security**				
15.1	Has the operator established, and maintained a security programme that is proportional to the threat against the operator, its personnel, aircraft and facilities?	Y			FOM Section 7 – Security Procedures is a comprehensive security program and covers all pertinent procedures
15.2	Where a security programme has been established does it include: a. a threat assessment process, b. preventive measures designed to deter and prevent the commission of unlawful acts; c. responsive measures to be taken when an unlawful act has been committed against the operator; and d. appropriate training and testing of personnel involved?	 Y Y Y Y			a. FOM 7.1.0 - Assessing the Threat b. FOM 7.2.0 - Preventative Measures c. FOM 7.3.0 - Responsive Measures d. FOM 7.7.4 – Recurrent Training (Security) and 5.3.0 – Overview of Personnel Training Requirements. Airport tests annually during badge renewal process.
	Analysis of Non-conformities				
	None.				
	Findings				
	Section 7 of the operator's FOM provides detailed security procedures, including correct and appropriate assessment, preventative and responsive measures. Good ramp and facility procedures are consistently employed by all personnel. Photo IDs are used, including the IBAC Crew Card and Airport Security ID. Airport gate security is also practiced consistently.				

Item	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Element	**16 In-Flight Inspection – Not Accomplished**			
An In-Flight inspection is not a required part of an IS-BAO audit. However, should it be agreed with the operator that an In-Flight inspection should be conducted the following protocol may be used. The objective of an In-Flight inspection is to asses the compliance of aircraft crew members with the provisions of the company operations manual, SOPs and relevant operator directives, as well as with safe operating procedures.				
Flight Operations				
1. Flight Preparation				
a. Weather Briefing				
b. NOTAMs				
c. Other Flight Planning Info				
d. Flight & Duty Time				
2. Flight Planning				
a. Route Analysis				
b. Fuel Consumption				
c. Alternates				
d. Weights and Performance				
3. Weight & Balance				
4. Aircraft Servicing & Ramp				
a. Fuelling Procedures				
b. Load Security				
c. Ground Handling				
d. Aircraft Parking				
5. Pre-Flight				
a. External Inspection				
b. Cabin & Flight Deck				
c. Emergency Drills				
6. Passenger Safety Briefing				
7. Pre-Start				
8. Start & After Start				
9. Taxi & Take-off				
10. Radio Procedures & ATC				

Item	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
11. Departure Procedures				
a. Engine handling				
b. ATC Procedures				
c. Noise Abatement				
d. Lookout				
e. Checks				
f. Radio Procedures				
12. Climb Procedures				
13. Cruise Procedures				
a. En-route Comm				
b. Navigation				
c. Flight Management				
14. Approach Procedures				
a. Planning				
b. Descent				
c. Final Approach				
d. Landing & Taxiing				
15. Shutdown				
16. Flight Log, Aircraft Log & Defect Recording				
17. Passenger Deplaning				
18. Crew Resource Management				
19. Crew Discipline				

Item	Conform Y	Conform N	N/A	Remarks and Objective Evidence of Non-conformities
Aircraft				
1. Manuals & Related Documents				
2. MEL				
3. C of A & C of R and AOC, if required				
4. Aircraft Log				
5. Maintenance Release				
6. Aircraft Equipment				
7. Emergency Equipment				
8. Passenger Safety Briefing Card				

	Analysis of Non-conformities
	None.
	Findings
	In-flight inspection was not accomplished as no flights were scheduled during the audit timeframe.

