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Bedford, Massachusetts
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**NATIONAL TRANSPORTATION SAFETY BOARD
WASHINGTON, D.C.**

ATTACHMENT 4

SK TRAVEL LLC - FLIGHT OPERATIONS MANUAL

6 - Pages

SK TRAVEL LLC
FLIGHT OPERATIONS MANUAL

SK Travel LLC
9 DRBA Way
New Castle, DE 19720

**SK TRAVEL LLC
FLIGHT OPERATIONS MANUAL**

B. The following general policies are published to present guidelines within which flightcrews are expected to operate.

1. Aircraft Control

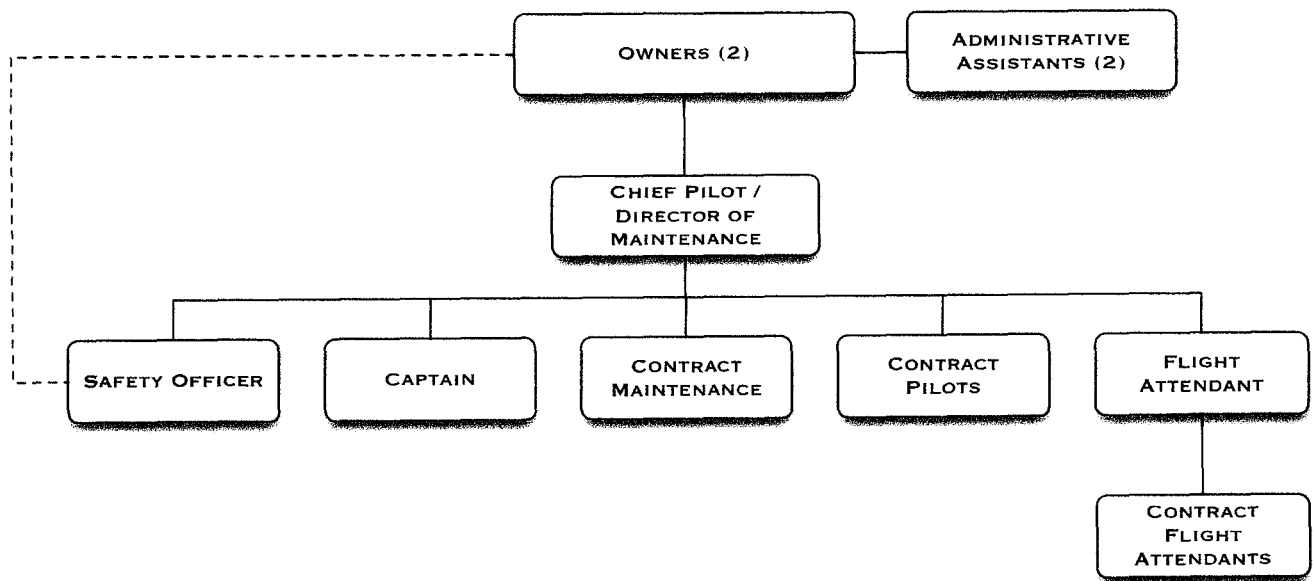
One pilot shall always be dedicated exclusively to controlling the aircraft. When aircraft control is transferred, the pilot assuming control shall state, "MY AIRPLANE." The pilot relinquishing control shall confirm, "YOUR AIRPLANE."

Note: During abnormal or emergency situations, the PIC shall always designate, which pilot is to fly the aircraft and which pilot will handle the emergency.

2. Configuration Changes

- To ensure that both pilots are always aware of the aircraft configuration and to promote the concept of resource management, the Pilot Flying (PF) shall command a change in configuration verbally such as, "FLAPS 10".
- The Pilot Not Flying (PNF) shall verbally acknowledge the command, e.g., "FLAPS 10" and simultaneously position the flap control to the appropriate position and verify that the configuration change has been successfully accomplished.

1.1.7 Flight Department Organizational Structure



* The shaded box represents duties and responsibilities but is not an actual position.

1.2.0 GENERAL

A. SK Travel LLC management and operations personnel shall ensure that:

1. Each flight crewmember assigned to duty holds an appropriate license issued in accordance with the CFRs;
2. Flight crewmembers are properly rated, both domestically and internationally, in respect of their assigned duty;

3. Flight crewmembers are competent to carry out their assigned duties;
 4. All SK Travel LLC personnel are properly trained in respect to their assigned duties.
- B. Proficiency in the English Language: SK Travel LLC shall ensure that flight crewmembers demonstrate the ability to speak and understand the English Language to the proficiency level required by ICAO Annex 1. This accomplished by means of formal and informal interviewing during the hiring process.

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1.3.0 RESPONSIBILITIES, DUTIES AND QUALIFICATIONS

The following are the responsibilities, duties and qualifications of the management and operations personnel of the Flight Department.

1.3.1 Chief Pilot / Director of Maintenance

A. Reporting:

The Chief Pilot / Director of Maintenance reports to the Owners.

B. Responsibilities:

- Manages all facets of the Corporate Flight Department including flight operations, aircraft maintenance, finances, purchasing, hiring, and hangar administration;
- Ensures safe and efficient flight operations;
- Ensures compliance with all applicable FAA and State Regulations as well as federal laws;
- Ensures that all aircraft are airworthy, placing the safety of passengers and flightcrew as top priority;
- Establishes standards for employee recruitment, conducts pre-employment interviews, and selects new employees.

C. Duties:

- Establishes and implements all Flight Department flight and maintenance policies and procedures;
- Establishes the standards for Pilot and Flight Attendant performance and training;
- Supervises all aircraft scheduling activities;
- Coordinates with the Delaware River and Bay Authority for administration of all hangar operations, including maintenance and security protection of the SK Travel LLC facility;
- Maintains flight proficiency and necessary flight and aircraft type ratings;
- Acts as Pilot-in-Command of company scheduled flights;
- Prepares and administers Flight Department annual operating budget, capital budget, purchasing and operational expenses;

- Evaluates outside contract agencies (Fixed Base Operators, maintenance facilities, etc.) to ensure they have adequate facilities, personnel, and experience to perform the required service functions;
- Administers performance evaluations of Pilots and Flight Attendants;
- Serves as an SK Travel LLC representative with respect to other corporations and to the local political community;
- Develops and implements the Safety Management System;
- Develops and maintains the Flight Operations Manual;
- Ensures that crew scheduling complies with flight and duty time limitations;
- Ensures that flightcrew qualifications are current;
- Manages all routine and non-routine maintenance activities of SK Travel LLC aircraft;
- Implements and manages all Flight Department maintenance policies and procedures;
- Establishes maintenance safety policies and procedures for ground operations and evaluates effectiveness via the Safety Management System;
- Provides plans, schedules, and budgets for all aircraft maintenance;
- Coordinates with regulatory agencies on maintenance topics;
- Coordinates with all non-company personnel or Approved Maintenance Organizations (AMOs) performing maintenance on SK Travel LLC aircraft;
- Establishes and maintains aircraft maintenance records required by FAA regulations, manufacturer recommendations and company policy;
- Ensures compliance with Airworthiness Directives and Customer Bulletins affecting Flight Department aircraft;
- Removes unsafe aircraft from service;

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- Removes aircraft from service that do not comply with the CFRs;
- Maintains a current operations library.

D. Qualifications:

- Holds or has held an appropriate license, or has acquired supervisory experience;
- Holds a valid FAA Airframe and Powerplant Certificate;
- Possesses knowledge with respect to the operation of a Flight Department, the content of the Flight Operations Manual, and the provision of Title 14 of the CFRs and the standards necessary to carry out the duties and responsibilities to ensure safety;
- Demonstrates knowledge of the planning, implementation and direction of the maintenance programs and control system for the aircraft operated;
- Demonstrates knowledge of the CFRs and standards relating to aircraft maintenance.

1.3.2 Safety Officer

A. Reporting:

The Safety Officer reports to the Chief Pilot / Director of Maintenance. The Safety Officer has direct access to the Owners in all safety matters.

B. Responsibilities:

The Safety Officer is responsible for the overall effectiveness of the SK Travel LLC Safety Management System.

C. Duties:

- Monitors and advises personnel on all safety activities that may have an impact on flight and ground safety;
- Develops and maintains an awareness of identified Safety Performance Goals;
- Establishes and manages the Hazard Identification, Tracking, and Resolution System;
- Monitors industry flight safety concerns that may have an impact on operations;
- Maintains close liaison with aircraft manufacturers and industry safety associations;

- Schedules and leads quarterly and annual Safety Meetings;
- Documents and archives Safety Meeting minutes;
- Develops and maintains the SK Travel LLC Emergency Response Plan;
- Investigates, tracks, and reports on incidents / accidents through the SMS process and makes recommendations to preclude a recurrence;
- Monitors, reviews and updates the Safety Risk Profiles;
- Monitors the response and measures the results of safety initiatives;
- Assumes any duties delegated by the Chief Pilot / Director of Maintenance.

D. Qualifications:

- Has extensive operational experience or equivalent experience in aviation management;
- Demonstrates experience or has had training in the following:
 - Safety Management System;
 - Risk Management;
 - Safety of flight philosophy;
 - Human factors and the decision-making process;
 - Accident prevention; and
 - Emergency response planning.

1.3.3 Pilot-in-Command

A. Reporting:

The Pilot-in-Command reports to the Chief Pilot / Director of Maintenance.

B. Responsibilities:

The Pilot-in-Command (PIC) is responsible to the Chief Pilot / Director of Maintenance for the safe and efficient conduct of assigned flights.

C. Duties:

- Ensures that the aircraft is airworthy, registered, and that the required documentation is on-board the aircraft;
- Checks weather and all applicable NOTAMS where available, and determines fuel, oil, and oxygen requirements;

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- Determines the aircraft weight and balance;
- Ensures databases are current;
- Ensures that all flight planning requirements have been met;
- Ensures that aircraft crewmembers have valid licenses, Medical Certificates, passports, and visas, when required;
- Completes an aircraft pre-flight inspection before each departure;
- Provides the Passenger Safety Briefing to the passengers;
- Operates the aircraft per the manufacturer's Standard Operating Procedures (SOPs) and aircraft limitations;
- Ensures compliance with customs, immigration and cabotage laws;
- Completes all postflight duties, including notifying the company of deviations to any planned itinerary, schedule, or overnight location;
- Records flight times and aircraft defects;
- Participates in the Safety Management System; and
- Assumes any duties delegated by the Chief Pilot / Director of Maintenance.

D. Qualifications:

- Holds an Airline Transport Pilot (ATP) certificate with multi-engine rating and type rated in the appropriate aircraft in which the pilot is to act as Pilot-in-Command;
- Possesses a First Class FAA Medical Certificate.

1.3.4 Second-in-Command

A. Reporting:

The Second-in-Command reports functionally to the Pilot-in-Command during the assigned flight and administratively to the Chief Pilot / Director of Maintenance on other matters.

B. Responsibilities:

- Assists the PIC in the safe and efficient conduct of the flight;
- Assumes control of the flight in the event of PIC incapacitation.

C. Duties:

- Flies the aircraft per the directions of the PIC;
- Performs takeoffs and landings under the authority of the PIC;
- Assumes PIC duties if the PIC becomes incapacitated and is unable to perform those duties;
- Participates in the Safety Management System; and
- Assumes any duties delegated by the Chief Pilot / Director of Maintenance and/or PIC.

D. Qualifications:

- Holds an Airline Transport Pilot (ATP) certificate with multi-engine rating and type rated in the appropriate aircraft in which the pilot is to act as Second-in-Command;
- Possesses a First Class FAA Medical Certificate.

1.3.5 Flight Attendant

A. Reporting:

The Flight Attendant reports functionally to the Pilot-in-Command during the assigned flight and administratively to the Chief Pilot / Director of Maintenance on other matters.

B. Responsibilities:

- Assists the Pilots in the safe and efficient conduct of the flight;
- Notifies the Pilot-in-Command immediately of any emergency situation in the cabin.

C. Duties:

- Ensures that the appropriate safety equipment is on board and in an operating condition;
- Understands the proper use of safety equipment;
- Instructs passengers on the use and location of aircraft emergency equipment;
- Instructs and assists passengers during an aircraft emergency;
- Performs specified safety actions in the event of an onboard emergency;
- Understands all details of the flight from the pilot briefing;

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- Maintains the aircraft cabin and baggage area in an orderly and safe fashion;
- Stocks the aircraft with provisions;
- Provides menu planning, catering, food preparation and presentation;
- Ensures food safety;
- Assists passengers and ensures their comfort throughout the flight and upon arrival;
- Ensures trip paperwork and expense reports are completed and submitted;
- Participates in the Safety Management System;
- Assumes any duties delegated by the Chief Pilot / Director of Maintenance and/or PIC.

D. Qualifications:

- Possesses three (3) to five (5) years experience as a Flight Attendant with an airline, corporate aviation Flight Department, or government agency (highly desirable);
- Possesses knowledge of culinary arts, food, wine, and menu planning to accommodate first class service to corporate passengers;
- Holds a certificate received from an approved Flight Attendant Training organization.

1.3.6 Contract Employee

A contract employee is an employee hired through an agency or whose services are provided through an independent source.

1.3.6.1 Contract Pilot

Contract pilots report to the Chief Pilot / Director of Maintenance administratively and PIC functionally.

A. Contract pilots will

1. Be fully qualified and current in the aircraft to be flown. Records will be validated and maintained for these pilots in the same manner as the full-time pilots.

2. Possess an ATP certificate with appropriate category and class ratings, an instrument rating and a First Class Medical Certificate. They must meet all currency and training requirements and qualifications in accordance with appropriate CFRs and this Flight Operations Manual.
 3. Have appropriate recency of experience and undergo background and security checks.
- B. SK Travel LLC pilots should supervise and participate actively in the aircraft preflight, before starting engines checks, and shutdown checks until the contract pilot has demonstrated sufficient familiarity with SK Travel LLC operational protocols.**
- C. Complete takeoff briefings, including, but not limited to, required callouts and abort items, should be accomplished before each takeoff. The use of "standard briefing" on subsequent legs should not be used until the contract pilot has demonstrated sufficient familiarity with SK Travel LLC operational protocols.**
- D. SK Travel LLC pilots stress the value of Crew Resource Management (CRM), and even though the contract pilot is not a company employee, the contract pilot is considered a vital and integral member of the flightcrew.**

1.3.6.2 Contract Flight Attendant

The Flight Attendant will ensure that contract Flight Attendants meet the same standards and qualifications as full time employees. Contract Flight Attendant training and qualifications will be verified by the Flight Attendant. Records will be validated and maintained for contract Flight Attendants in the same manner as the full-time personnel.

1.3.6.3 Contract Technician

The Chief Pilot / Director of Maintenance will ensure that contract Maintenance Technicians meet the same standards and qualifications as full time employees. Contract Maintenance Technicians training and qualifications will be verified and retained on file by the Chief Pilot / Director of Maintenance. Records will be maintained for contract Technicians in the same manner as full-time personnel.