



NATIONAL TRANSPORTATION SAFETY BOARD

Office of Aviation Safety
Washington, D.C. 20594

June 1, 2020

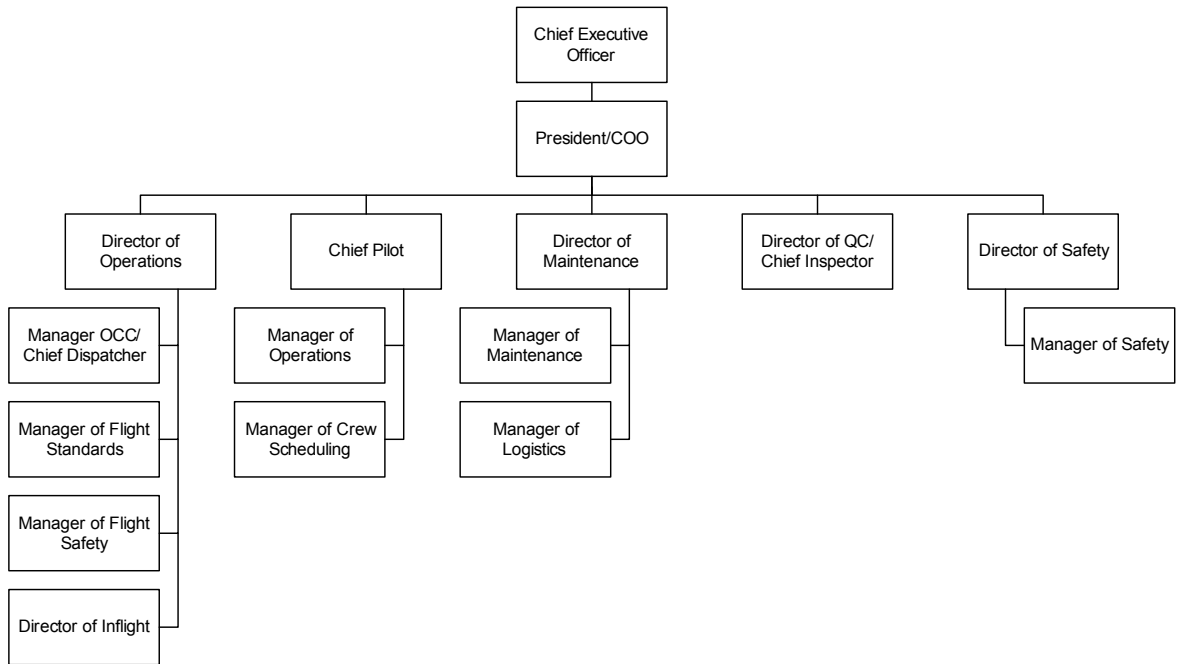
Group Chairmen's Factual Report – Attachment 13
PenAir Corporate Administration Manual excerpt

OPERATIONAL FACTORS/HUMAN PERFORMANCE

DCA20MA002

1.2 Executive Organization

1.2.1 Executive Organization Chart



1.2.2 Chief Executive Officer

[14 CFR § 5.23, 5.25, 5.27, and 5.75]

1.2.2.1 Qualification

- a. At least 10-15 years in an administrative position related to airline/aviation industry.
- b. Familiarization and training in Safety Management, including Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion

1.2.2.2 Responsibilities

[14 CFR § 5.27 and 5.75]

- a. Assumes duties of President in his absence.
- b. Ensures that all operations are performed in accordance with applicable CFRs, Operations Specifications, and all Company policies.
- c. Appointment and supervision of management personnel necessary to meet current operating requirements.
- d. Maintain knowledge of financial posture of Company.
- e. Ensure highest level of safety in all Company operations.
- f. Maintain close coordination between Company and State/Federal government agencies on Company operations matters.
- g. Ensures that service provided by Company fulfills the requirements of its users and the economic authority under which the Company is authorized to provide services.
- h. Must approve Emergency Response Plan in accordance with 14 CFR § 5.27.
- i. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
- j. Maintains control over the human resources required for the operations authorized under the operations certificate.
- k. Maintains control over the financial resources required for the operations authorized under the operations certificate.
- l. Possesses authority over the operations which are authorized to be conducted under the operations certificate.

1.2.2.3 Authority

Has the authority to establish and modify Company administrative policies and procedures.

1.2.2.4 Delegation of Authority

May delegate authority to the President/COO.

1.2.3 President

[14 CFR § 5.23(a)(2)]

1.2.3.1 Reports to

- Chief Executive Officer

1.2.3.2 Qualification

- At least 10-15 years in an administrative position related to airline/aviation industry.
- Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion.
- A proficient working knowledge of 14 CFR regulations.

1.2.3.3 Responsibilities

- Responsibility for Company administrative areas.
- Coordinates financial responsibilities, budgeting, services, marketing, sales, and scheduling, along with communication to and with outside related companies.
- Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - Hazard Identification and Safety Risk Assessment
 - Ensuring the effectiveness of risk controls
 - Analysis of data
 - Safety risk acceptance
 - Safety promotion
- Retains ultimate responsibility for the safety performance of the operations conducted under the certificate holder's certificate.
- Ensure that the SMS is properly implemented and performing in all areas of certificate holders' authorization.
- Develop and sign the safety policy of the certificate holder.
- Communicate the safety policy throughout the certificate holders' organization.
- Regularly review the certification holders' safety policy to ensure it remains relevant and appropriate to the certificate holder.
- Regularly review the safety performance of the certificate holders' organization and direct actions necessary to address substandard safety performance in accordance with 14 CFR § 5.75.
- Select and maintain qualified personnel in positions of Director of Operations, Chief Pilot, Director of Maintenance, Director of QC/Chief Inspector and Director of Safety as defined in 14 CFR § 119.67 (a)(b).

1.2.3.4 Authority

Has the authority to establish and modify Company administrative policies and procedures to include participating in safety meetings and will implement changes to the operations based on information provided through IEP processes.

1.2.3.5 Delegation of Authority

May delegate authority to Director of Operations, Chief Pilot, Director of Maintenance, Director QC/Chief Inspector and Director of Safety.

1.2.4 Director of Operations

[14 CFR § 5.23(a)(2)]

1.2.4.1 Reports to

- President/COO

1.2.4.2 Qualification

[14 CFR § 119.67(a)]

- Must meet or exceed the requirements of 14 CFR § 119.67(a)
- Must hold an ATP certificate and have a minimum of three years of supervisory or managerial experience within the most recent six years in a position that exercised operational control over any operations conducted with large airplanes under 14 CFR part 121.
- A comprehensive understanding of aviation safety standards and safe operating practices, applicable regulatory requirements, PenAir's Operations Specifications, and PenAir manuals through training, experience, and/or expertise.
- Ability to work independently and organize workload, self-motivated. Must have good communications ability and interpersonal skills.
- Experience in the conduct and management of systems safety programs.
- Ability to perform the duties of this position full-time.
- Familiarity with the types of aircraft operated by PenAir.
- Familiarization and training in safety management, including; policy and attributes, hazard identification, risk analysis and mitigation, safety assurance and corrective action, and safety promotion.
- Qualified through training, experience, and expertise.
- Understands applicable operations, maintenance, and Operations Specifications.

1.2.4.3 Responsibilities

[14 CFR part 119.65(d)(e)]

- Oversight of Flight Operations under 14 CFR parts 119, 121, and other applicable regulations to ensure compliance with PenAir's operational control process.
- Maintain the Company's Operating Certificate and Operations Specifications as appropriate to operations.
- Has operational control of PenAir operations.
- Maintain maximum standards of safety by establishing adequate:
 - Ground and flight procedures.
 - Personnel and staffing procedures.
- The Director of Operations is responsible for the quality of the procedures associated with the following elements:
 - Training of flight crewmembers
 - Training of check airmen and instructors
 - Outsourced Crewmember Training
 - Simulators and Training devices
 - Training and qualification of Dispatchers and Flight Followers
 - Training of Flight Attendants
 - RVSM authorization
 - Crewmember duties and cabin procedures
 - Flight and load manifest, weight and balance control
 - Appropriate operational equipment as it relates to flight operations (OP)
 - Operational control, de-icing program, carriage of cargo, airplane performance and operating limitations, hazardous materials, MEL, CDL, and NEF procedures.
 - Simulators and training devices, use of approved, areas, routes and airports, special navigation areas of navigation, flight crewmember flight, duty and rest, flight attendant duty and rest, 14 CFR part 119 operations personnel.

EXECUTIVE ORGANIZATION

- f. Acts as the RVSM Responsible Person for PenAir Flight Operations.
- g. The Director of Operations is responsible for the quality of the procedures associated with the Fatigue Educations Awareness Training Program (FEAT).
- h. Act as a liaison with the FAA Principal Operations Inspector.
- i. Represent PenAir with government, industry, and communities in activities related to flight operations.
- j. Attend industry meetings as applicable to airline operations.
- k. Ensure a high level of knowledge of the Flight Operations Manuals, FAA regulations, Operations Specifications, and other information pertinent to his duties. Maintain proficiency as a pilot as required.
- l. Maintenance of the personnel records for all pilots.
- m. Adhere to budgets and cost accounting for the operations department.
- n. Review new markets and approve aircraft routing, ensuring compliance within the CFRs requirements including 14 CFR subpart E prior to submitting them to be added to the Operations Specifications.
- o. Oversight of station operations from the standpoint of ground safety and proper handling of aircraft on the ground.
- p. Notification of the NTSB/FAA in the event of an incident involving Company operations.
- q. Participate in duties as assigned in the Emergency Response Plan manual.
- r. Participate in operations meetings to review the quality of system operations.
- s. Shall ensure that necessary elements of the de-icing/anti-icing program have been developed, coordinated, published, and properly integrated into PenAir's operating manuals. The Director of Operations will ensure that the plan and program have been disseminated to all those persons who have duties, responsibilities, and functions to perform in accordance with the plan. The Director of Operations shall ensure that the operator has specific procedures, including responsibilities for each operation group, for getting the aircraft safely airborne while the program is in effect.
- t. Discharge duties to meet applicable legal requirements and maintain safe operation.
- u. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.4.4 Authority

- a. Manage the Flight Operations department.
- b. Has the authority to initiate, continue, divert, or terminate a flight.
- c. Has the authority to employ, discipline, reward, or terminate assigned employees.
- d. Has the authority to establish and modify the policies, procedures, instructions, and information associated with:
 - i. Training of flight crewmembers
 - ii. Training of check airmen and instructors
 - iii. Outsourced Crewmember Training
 - iv. Simulators and Training devices
 - v. Training and qualification of Dispatchers and Flight Followers
 - vi. Training of Flight Attendants
 - vii. RVSM authorization
 - viii. Crewmember duties and cabin procedures
 - ix. Crewmember (flight attendant) duties/cabin procedures
 - x. Flight and load manifest, weight and balance control.
 - xi. Appropriate operational equipment as it relates to flight operations (OP)
 - xii. Operational control, de-icing program, carriage of cargo, airplane performance and operating limitations, hazardous materials, MEL, CDL, and NEF procedures.
 - xiii. Simulators and training devices, use of approved, areas, routes, and airports, special navigation areas of navigation, flight crewmember flight, duty, and rest, flight attendant duty and rest, 14 CFR part 119 operations personnel.
 - xiv. De-icing program
 - xv. FEAT program

1.2.4.5 Delegation of Authority

May delegate authority to the Chief Pilot.

1.2.5 Chief Pilot

[14 CFR § 5.23(a)(2)]

1.2.5.1 Reports to

- President/COO

1.2.5.2 Qualification

[14 CFR § 119.65(d)(e) and 119.67(b)]

- Meet or exceed the requirements of 14 CFR § 119.67(b).
- A comprehensive understanding of aviation safety standards and safe operating practices, applicable regulatory requirements, PenAir's Operations Specifications, and PenAir manuals through training, experience, and/or expertise.
- Experience in the conduct and management of systems safety programs.
- Ability to perform the duties of this position full-time.
- Ability to work independently and organize workload, self-motivated. Must have good communications ability and interpersonal skills.
- Familiarity with the types of aircraft operated by PenAir.
- Ability to manage department staff to its fullest capabilities in support of the Company safety programs.
- Qualified through training, experience, and expertise.
- Understands applicable operations, maintenance, and Operations Specifications.

1.2.5.3 Responsibilities

- a. While his duties can be delegated to others, is responsible for the completion and currency of the appropriate aircraft CFMs as well as reviewing required changes with appropriate Company personnel.
- b. Ensure safe, efficient, and effective flight operations and procedures for the airline.
- c. Monitor crewmember medical, training, and checking records to ensure crewmember currency and fitness for duty.
- d. Provide current material, publications, or revisions in an appropriate form including, but not limited to:
 - i. Runway Analysis
 - ii. Special Approach Authorizations
 - iii. Aircraft Company Flight Manual revisions
 - iv. Airport Wind Chart revisions
- e. Maintain comprehensive knowledge of applicable regulations, Company Operations Specifications, and Company policy and procedures.
- f. Ensure all Company pilots conform to standards as outlined in the applicable CFRs and Company policies.
- g. Maintain proficiency as a pilot as required.
- h. Assist the Director of Operations in establishing personnel rules, policies, and wage evaluations for Flight Operations personnel for optimum departmental efficiency.
- i. Oversee the Aircraft Fleet Managers and base Lead Pilots.
- j. Participate in hiring of aircraft crewmembers.
- k. Participate in duties as assigned in the Emergency Response Plan Manual (ERP).
- l. Attend industry meetings as appropriate.
- m. Act as liaison to the Federal Aviation Administration.
- n. Assume the duties and responsibilities of the Director of Operations in his absence, if assigned.
- o. Responsible for the quality of the procedures associated with crewmember procedures, airmen duties and flight deck procedures, pilot operating and recent experience, appropriate airmen, crewmember checks and qualifications.
- p. Discharge duties to meet applicable legal requirements and maintain safe operation.
- q. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.5.4 Authority

Authority to establish and modify the policies, procedures, instructions, and information associated with crewmember procedures, airmen duties and flight deck procedures, training of crewmembers, training of check airmen and instructors, pilot operating and recent experience, appropriate airmen, crewmember checks and qualifications.

1.2.5.5 Delegation of Authority

May delegate authority to the Manager of Flight Standards and the Manager of Flight Safety.

1.2.6 Director of Maintenance

[14 CFR § 5.23(a)(2)]

1.2.6.1 Reports to

- President/COO

1.2.6.2 Qualification

[14 CFR § 119.65(d)(e)] and 119.67(c)]

- Meet the requirements of 14 CFR § 119.67(c).
- Ten years of experience in aircraft maintenance, repair, and quality assurance.
- Proven dedication to safety and regulatory compliance.
- Ability to define problems, collect data, establish facts, draw valid conclusions, and implement the appropriate solutions.
- Demonstrated knowledge of business and financial management.
- Personnel leadership experience with excellent team building skills.
- Strong oral and written communication skills.
- A proficient working knowledge of 14 CFR regulations.

1.2.6.3 Responsibilities

[14 CFR § 119.65]

- Ensures a high standard of safety for all aircraft operated by the Company.
- Create, communicate, and implement vision, mission, and overall direction of the Aircraft Maintenance division.
- Responsible for the overall quality of the entire Continuous Airworthiness Maintenance Program, as the 14 CFR § 119.65(a)(4) required position.
- Evaluate potential aircraft leases and review lease documentation in order to make recommendations to the President/COO and CEO.
- Review any contracts or agreements with external vendors relevant to the Aircraft Maintenance Division review and approve plans to control budget spending, labor efficiency, material efficiency, and new areas of technology, when and where available.
- Review performance against operating plans and approve plan changes within the Aircraft Maintenance Division.
- Ensure the highest standards of safety and compliance are maintained within assigned departments.
- Select and maintain qualified personnel in positions of Manager of Maintenance and Manager of Logistics.
- Provide direction and guidance to assigned personnel regarding Company policies and procedures.
- Collaborate with other Company division leadership to establish and execute responsibilities.
- Assess the health of assigned Company manuals by review of CAS, IEP audits, and feedback from assigned directors.
- Responsible for the overall quality of the procedures associated with maintenance programs, maintenance and inspection schedule, maintenance facility and main maintenance base and line stations.
- Review and approve quotes for Outsource Maintenance Checks.
- Make recommendations for aircraft allocation to the executive group.
- Maintain Aircraft Registrations in current status.
- Ensures all maintenance facilities are adequate to maintain aircraft normally based at that facility and necessary tooling/equipment to maintain aircraft normally based at that facility are current.
- Submit letter of recommendation and application for 14 CFR part 65 Repairman Certificate.

- r. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement

1.2.6.4 Authority

[14 CFR § 121.369(b)(8)]

- a. Form, staff, guide, lead, and manage an organization sufficient to accomplish the requirements of 14 CFR part 121 Air Carrier.
- b. Direct all activities of Maintenance and Inspection groups.
- c. Interpret policies and goals of the organization.
- d. Perform an Airworthiness Release.
- e. Delegate, in writing, the authority to modify Company written policies and procedures to that person having responsibility for those policies or procedures requiring change.
- f. Act as the final authority for disputed inspection items per General Maintenance Manual (GMM) and 14 CFR § 121.369(b)(8).
- g. Authority to establish and modify the policies, procedures, instructions, and information associated with the entire Continuous Airworthiness Maintenance Program, as outlined in General Maintenance Manual.
- h. Approve personnel for airworthiness release authorizations.
- i. Signatory for Company Operations Specifications.

1.2.6.5 Delegation of Authority

Director of Maintenance may delegate authority to the Director of QC/Chief Inspector.

1.2.7 Director of QC/Chief Inspector

[14 CFR § 5.23(a)(2)]

1.2.7.1 Reports to

- President/COO

1.2.7.2 Qualification

[14 CFR § 119.65(d)(e) and 119.67(d)]

- Meet requirements of 14 CFR § 119.67(d).
- Demonstrated leadership.
- Proven dedication to safety and regulatory compliance.
- Capacity to set priorities and meet deadlines.
- Ability to promote teamwork, and cooperation.
- Qualified through training, experience, and expertise.
- Understands applicable operations, maintenance regulations, and operations specifications.
- Working knowledge of 14 CFR § 121.373, FAA Order 8900.1 and FAA Advisory Circulars concerning CAS.
- A&P Certificated mechanics.

1.2.7.3 Responsibilities

- Maintain comprehensive and progressive quality control department.
- Develop and revise procedures that maximize quality standards.
- Develop strategies and implement programs to ensure regulatory compliance and standards of quality.
- Accomplish staff results by communicating job expectations; planning, monitoring, and appraising job results; coaching, counseling, and disciplining employees; initiating, coordinating, and enforcing systems, policies, and procedures.
- Maintain professional and technical knowledge by attending educational workshops; reviewing professional publications; establishing personal networks; benchmarking state-of-the-art practices; participating in professional societies.
- Ensure inspection personnel training requirements are met.
- Oversee major repairs and alterations of aircraft to insure work is performed in accordance with approved data documentation is complete, correct, and submitted to the administrator.
- Special Flight Permit procedures as listed in the Company General Operations Manual.
- Continually monitor FAA regulatory compliance documents for updates and revisions.
- Review Airworthiness Directives (AD) and Manufacturer's Service Bulletins (SB) for applicability, compliance and ensure proper documentation.
- Person of contact for Emergency Airworthiness Directive notification (EAD), Ref. Ops Specs A447.
- Conduct annual inspector training.
- Off route maintenance control in accordance with GOM.
- Supervise Maintenance technical manual control.
- Perform RII inspections.
- Conduct Airworthiness Release.
- Approve new products for use on Company aircraft, systems, and/or components.
- In case of extended absence, the Director of QC/Chief Inspector must appoint in writing to the FAA a competent and qualified RII Inspector to assume these duties.
- Responsible for the quality of the procedures associated with required inspection items, RII personnel, and RII training programs, control of calibrated tools and test equipment.
- Discharge duties to meet applicable legal requirements and maintain safe operation.

- u. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.
- v. Oversight and continuous improvement to the CAS system.
- w. Establish and revise a continuing, system safety-based, closed loop process to identify deficiencies, making changes and improvements.
- x. Conduct continuous surveillance and measurement of both performance and effectiveness of Company policies and procedures.
- y. Conduct Root Cause Analysis.
- z. Collect and analyze data.
 - aa. Develop and maintain aircraft and systems reliability data and trend monitoring tools.
 - ab. Analyze engine trend monitoring data in accordance with Company manuals.
 - ac. Review manufacturer's reliability and trend data relating to Company equipment for long term analysis.
 - ad. Facilitate CAS System Meetings.
 - ae. Responsible for the quality of the procedures associated with continuing analysis and surveillance system.
 - af. Assign aircraft maintenance or preventive maintenance duties to meet company needs, and remain aware of and proficient in maintenance practices under 14 CFR part 65.

1.2.7.4 Authority

- a. Continued Airworthiness Maintenance Manual (CAMP).
- b. Engineering Order program (EO).
- c. Weight and Balance program (WB).
- d. Required Inspection Items program (RII).
- e. Service Difficulty Report (SDR) and Mechanical Interruption Summary (MIS) programs.
- f. Minimum Equipment List (MEL).
- g. Administration of the engine trend and monitoring program.
- h. Company Maintenance Records department.
- i. Approve Airworthiness Release for inspectors assigned.
- j. Designate qualified maintenance technicians for one time authorization of RII or inspection authority.
- k. Approve maintenance personnel for outsourced maintenance oversight.
- l. Authority to establish and modify the policies, procedures, instructions, and information associated with required inspection items, RII personnel, RII training programs, control of calibrated tools and test equipment.
- m. CAS manual.
- n. Authority to establish and modify the policies, procedures, instructions, and information associated with continuing analysis and surveillance system.
- o. Ensure with a system-oriented, structured approach that maintenance programs are functioning properly and are effective.
- p. Surveillance, data analysis, corrective action, and follow-up.
- q. Conduct internal and external audits.
- r. Issue and manage Corrective Action Requests (CAR).
- s. Responsible for reviewing and determining the suitability of data compiled by analysts for distribution in CAS System Meetings.

1.2.7.5 Delegation of Authority

May delegate authority to RII Inspector.

1.2.8 Director of Safety

[14 CFR § 5.23(a)(2)]

1.2.8.1 Reports to

- President/COO

1.2.8.2 Qualification

[14 CFR § 119.65(d)(e)]

- A minimum of five years of relevant industry experience.
- Possesses a sound knowledge and understanding of aviation safety programs, safety standards, and safe aviation operation standards.
- Has ideally gained his operations and safety-related experience through a focus on one or all of the following:
 - Ground operations
 - Flight operations
 - Maintenance and engineering
- Comes from an airline/organization with a strong safety culture and excellent safety track record.
- Has demonstrated an ability to successfully lead through influence in terms of his capacity to get others to see the virtues of a strong safety culture and to adhere to all safety-related policies and regulations without adding unnecessary costs and complexity to the line organization.
- Familiarization and training in safety management, including; policy and attributes, hazard identification, risk analysis and mitigation, safety assurance, corrective action, and safety promotion.
- Qualified through training, experience, and expertise.
- Understands applicable operations, maintenances, regulations, and operation specifications.

1.2.8.3 Responsibilities

- a. Develop, secure approval for, and oversee the safety program ensuring that the necessary safety program elements have been properly implemented and coordinated throughout the air carrier. Elements of the program include safety incident/accident reporting system; accident/incident investigation; safety audits and inspections; operations risk assessment program; routine monitoring and trend analysis programs; and ensuring that adequate safety program management is maintained.
- b. Serve as PenAir's Director of Safety as mandated by the CFRs.
- c. Working closely with operating unit leaders, manage and continuously improve operational safety performance across all facets of the airline and its activities.
- d. Provide timely and accurate reporting on operating safety results and other special projects and initiatives under his direction. Ensure that senior management remains fully informed about the airline's safety status and concerns.
- e. Provide active leadership in the resolution of safety-related issues as they arise, deploying his specific expertise and bringing in that of others, inside and outside the Company, as needed.
- f. Oversee the day-to-day activities of the safety function. Provide strong leadership to the safety team under his direction.
- g. Liaise effectively with key operating units of the airline, at various levels, including flight operations, inflight service, maintenance and engineering, customer service, and ground operations to ensure adherence with Company safety policies and federal regulations.
- h. Ensure that the airline meets all government safety regulations, corporate safety policies, and industry-wide safety programs and initiatives on an ongoing basis. Address potential deviations immediately. Ensure compliance with IATA's IOSA standards.
- i. Maintain his currency on aviation safety related issues by participating in industry events and ongoing dialogue with industry peers.
- j. Serve as the key ambassador for the carrier on all safety-related matters, to organizations such as the FAA, the NTSB and various safety-focused non-governmental organizations.
- k. Represent PenAir on industry-wide safety-related committees and task forces such as through the Air Transport Association and the International Air Transport Association.
- l. Discharge duties to meet applicable legal requirements and maintain safe operations.
- m. Responsible for the quality of the procedures associated with manual management for operations and airworthiness, ground and flight safety programs and internal evaluation programs.
- n. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Coordinate implementation, maintenance, and integration of the SMS throughout the certificate holder's organization.
 - ii. Facilitate hazard identification and safety risk analysis.
 - iii. Monitor the effectiveness of safety risk controls.
 - iv. Ensure safety promotion throughout the certificate holder's organization as required in subpart E of this part.
 - v. Regularly report to the accountable executive on the performance of the SMS and on any need for improvement.

1.2.8.4 Authority

Authority to establish and modify the policies, procedures, instructions, and information associated with manual management for operations and airworthiness, and ground and flight safety programs.

1.2.8.5 Delegation of Authority

May delegate authority to the Manager of Internal Evaluation Program or Manager of Safety.

1.2.9 Manager OCC/Chief Dispatcher

[14 CFR § 5.23(a)(2)]

1.2.9.1 Reports to

- Director of Operations

1.2.9.2 Qualification

- a. Current dispatch certificate required.
- b. Three years previous supervisory/management experience.
- c. Familiar with meteorology, routes and terminals intended for use.
- d. Thorough understanding of Part 121 operations, CFRs and ATC procedures.
- e. Ability to work well independently and organize workload.
- f. Good communications ability and interpersonal skills.
- g. Ability to deal with several subjects simultaneously, attention to detail.
- h. Working knowledge of PCs.

1.2.9.3 Responsibilities

- a. Ensures all flights and flight plans are safely and efficiently planned.
- b. Ensures that all dispatched flights are in compliance with all applicable FAA standards and regulations as well as Company policies and procedures.
- c. Conducts department reporting and Company flight operations scheduling tasks.
- d. Oversees the revision and maintenance of the Aircraft Dispatch Procedures Manual (DPM), dispatch training records and all other organizational manuals.
- e. Responsible for the quality of the flight plan, dispatch release and operational control process.
- f. Ensures that operational control provided by the dispatchers is maintained through manpower planning and construction of efficient work schedules.
- g. Responsible for the liaison with the FAA in dispatch, dispatch auditing and operational control areas.
- h. Establish daily duty periods for each dispatcher to ensure FAA duty time compliance.
- i. Coordinates with System Operations Center, Anchorage operations, maintenance and the training department on dispatcher training.
- j. Developing and implementing new organizational systems.
- k. Administers dispatch competency checks.
- l. Ensures that dispatchers are familiar with all essential operating procedures for the operations segments over which dispatchers exercise jurisdiction.
- m. Responsible for the quality of the procedures associated with dispatch and flight release and dispatch duty and rest.
- n. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.
- o. Responsible for reviewing and determining the operational suitability of new or updated airport analysis data for airports within the PenAir route structure.
- p. Responsible for initiating the formal Airport Analysis manual revision process by preparing changes and submissions to Technical Publications department.
- q. Oversee the Operations Control Center staff to include all aspects of managing the staff.



1.2.9.4 Authority

Authority to establish and modify the policies, procedures, instructions, and information associated with dispatch, a flight release, and dispatch duty and rest.

1.2.9.5 Delegation of Authority

May delegate authority to Dispatcher Lead.

1.2.10 Manager of Flight Standards

[14 CFR § 5.23(a)(2)]

1.2.10.1 Reports to

- Director of Operations

1.2.10.2 Qualification

- a. Experience in or familiarity with 14 CFR Part 121 operations.
- b. Familiarity with the types of aircraft operated by PenAir.

1.2.10.3 Responsibilities

- a. Develops, maintains, and monitors PenAir's Initial, Recurrent, Transition, and Re-qualification Proficiency Flight Check and Evaluation Standards.
- b. Develops, maintains, implements, and monitors training and crew resource management programs for Flight Deck and Cabin Crew.
- c. Assists with development and maintenance of training syllabi IAW PenAir's Flight Standards requirements.
- d. Develops, produces, implements, maintains, and monitors Proficiency Check Standards and Evaluation Procedures.
- e. Develops, produces, implements, maintains, and monitors evaluation criteria for Check Airmen and personnel in training.
- f. Provides oversight to Flight Instructors and Check Airmen.
- g. Performs the duties and functions of Check Airman and Training Instructor as required.
- h. Ensures training materials are current and all-encompassing.
- i. Performs other duties as directed by the Director of Operations.
- j. Develops, produces, implements, maintains, and monitors the flight operations training department.
- k. Develops, produces, implements, maintains, and monitors Dispatcher and Check Dispatcher training.
- l. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.10.4 Authority

Authority to establish and modify the policies, procedures, instructions, and information associated with Flight Operations Training, to include flight attendant/cabin training.

1.2.10.5 Delegation of Authority

May not delegate authority.

1.2.11 Manager of Flight Safety

[14 CFR § 5.23(a)(2)]

1.2.11.1 Reports to

- Director of Operations

1.2.11.2 Qualification

- a. ATP Certificate preferred.
- b. A comprehensive understanding of aviation safety standards and safe operating practices, applicable regulatory requirements, PenAir's Operations Specifications, and PenAir manuals through training, experience, and/or expertise.
- c. Ability to work independently and organize workload, self-motivated. Must have good communications ability and interpersonal skills.
- d. Ability to perform the duties of this position full-time.
- e. Prior management experience and/or training.
- f. Proficient with Microsoft Word, PowerPoint, and Excel.

1.2.11.3 Responsibilities

The Manager of Flight Safety will support the Director of Operations with the objective of maintaining the Company's mission of providing the safest, most reliable air transportation for our passengers in accordance with PenAir's policies and procedures and in accordance with Federal Aviation Administration and other government regulations.

- a. Develop and maintain the Company's Line Observation Safety Audit (LOSA) Program.
- b. Develop and maintain the Company's Flight Operations Quality Assurance (FOQA) Program.
- c. Develop content for Flight Operations manuals.
- d. Continually monitor the GOM, FOTM and CFM's for validity and compliance.
- e. Recommend GOM, FOTM or CFM and/or procedural changes.
- f. Conduct audits of policies and procedures for compliance and effectiveness.
- g. Observe and report safety and security issues.
- h. Conduct in flight observations (LOSA) both in the flight deck and cabin.
- i. Evaluate the efficiency and effectiveness of aircraft handling and servicing.
- j. Oversee special projects for the Flight Operations department as assigned.
- k. Maintain proficiency as a pilot as required.
- l. Other duties as assigned by the Director of Operations.
- m. Demonstrate participatory and team-oriented leadership style, while still affecting change.
- n. Support a culture of continuous improvement.
- o. Support the implementation of the Company Safety Management System (SMS).
- p. Report any safety, quality or service discrepancies throughout PenAir's system.
- q. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.



1.2.11.4 Authority

Has the authority to establish and modify the policies, procedures, instructions, and information associated with:

- a. Operational control, RVSM, de-icing program, carriage of cargo, airplane performance and operating limitations, hazardous materials, MEL, CDL, and NEF procedures.
- b. Use of approved areas, routes, and airports, special navigation areas of navigation, flight crewmember flight, duty, and rest, flight attendant duty and rest, 14 CFR part 119 operations personnel.
- c. Crewmember (flight attendant) duties/cabin procedures.
- d. Appropriate operational equipment as it relates to flight operations (OP)
- e. Flight and load manifest, weight and balance control.
- f. Crewmember procedures, airmen duties and flight deck procedures, pilot operating and recent experience, appropriate airmen, crewmember checks and qualifications.

1.2.11.5 Delegation of Authority

May not delegate authority.

1.2.12 Director of Inflight

[14 CFR § 5.23(a)(2)]

1.2.12.1 Reports to

- Director of Operations

1.2.12.2 Qualification

- At least two years as Flight Attendant with one year as Check Flight Attendant.
- Prefer two years of supervisory/management duties.
- Ability to work with limited supervision and organize workload, self-motivated.
- Excellent communication and interpersonal skills.
- Good working knowledge of CFRs relating to flight attendant duties and requirements.

1.2.12.3 Responsibilities

- General supervision, checks qualifications, training, and standardization of flight attendants.
- Interviews and coordinates scheduling of flight attendants using operating standards and requirements.
- Establishes and maintains adequate ground and flight training program, arranging training as necessary.
- Maintains qualification records and currency of Flight Attendants.
- Oversees scheduling of flight attendants and ensures proper staffing for operations.
- Responsible for the quality of the procedures associated with carry-on baggage program and exit row seating.
- Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - Hazard Identification and Safety Risk Assessment
 - Ensuring the effectiveness of risk controls
 - Analysis of data
 - Safety risk acceptance
 - Safety promotion
 - Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.12.4 Authority

Authority to establish and modify the policies, procedures, instructions, and information associated with crewmember (flight attendant) duties and cabin procedures, to include carry-on baggage and exit row seating as it relates to flight operations (OP).

1.2.12.5 Delegation of Authority

May delegate authority to Lead Flight Attendant.

1.2.13 Manager Operations

[14 CFR § 5.23(a)(2)]

1.2.13.1 Reports to

- Chief Pilot

1.2.13.2 Qualification

- a. Ability to work independently and organize workload.
- b. Good telephone communications skills.
- c. Basic knowledge of aircraft operational limitations.
- d. Strong computer skills, to include SABRE.
- e. Ability to work a varied schedule, to include evenings and weekends.
- f. Basic 10-key calculator skills.

1.2.13.3 Responsibilities

- a. Compute and complete Weight and Balance for Anchorage scheduled operations.
- b. Preplan fuel loads.
- c. Preplan aircraft loads.
- d. Schedule aircraft parking rotation.
- e. Assemble flight related paperwork as required.
- f. Supervises and schedules staff and oversees operations functions
- g. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.13.4 Authority

Authority determined by the Chief Pilot.

1.2.13.5 Delegation of Authority

May not delegate authority.

1.2.14 Manager of Crew Scheduling

[14 CFR § 5.23(a)(2)]

1.2.14.1 Reports to

- Chief Pilot

1.2.14.2 Qualification

- Must have strong computer skills.
- Ability to work independently and organize workload, self-motivated. Must have good communications ability and interpersonal skills.
- Ability to resolve conflicts through consistent and equitable application of policy.
- Ability to perform the duties of this position full time.

1.2.14.3 Responsibilities

- Is qualified and responsible for the overall organization, operation, and immediate supervision of all crew planning personnel.
- Is responsible for compliance with the Code of Federal Regulations in the scheduling of all crewmembers.
- Manages crewmember schedule development, bid process, and award procedure of advanced scheduling.
- Is responsible for training and maintaining qualification of all crew planning personnel.
- Other duties as assigned by the Director of Operations and Chief Pilot.
- Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - Hazard Identification and Safety Risk Assessment
 - Ensuring the effectiveness of risk controls
 - Analysis of data
 - Safety risk acceptance
 - Safety promotion
 - Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.14.4 Authority

The Manager of Crew Scheduling is responsible for PenAir's adherence to the Code of Federal Regulations in the scheduling of crewmembers.

1.2.14.5 Delegation of Authority

May not delegate authority.

1.2.15 Manager of Maintenance

[14 CFR § 5.23(a)(2)]

1.2.15.1 Reports to

- Director of Maintenance

1.2.15.2 Qualification

- Meet the requirements of 14 CFR § 119.67(c).

1.2.15.3 Responsibilities

- Coordinate with the Manager OCC/Chief Dispatcher for scheduling maintenance and aircraft utilization.
- Review in house scheduled work packages E-check and above for completeness prior to submitting to Production Supervisor.
- Review Deferred Discrepancy Log daily for accuracy and determine if appropriate and timely actions are being taken.
- Conduct weekly planning meeting.
- Ensure Maintenance Planner coordinates with Logistics department on all parts issues to ensure that scheduled replace made with can be completed on time.
- Inform the Inspection Department if any malfunction has occurred which requires filing a FAA report.
- Monitor progress of aircraft inspections and repairs performed at their facilities.
- Notify inspection department of major repairs or modification requirements.
- Recruit and interview new maintenance department personnel. Ensure that new hire certificated technicians have current certificate validation from the FAA.
- Ensure that employees under his supervision are qualified to accomplish assigned duties.
- Establish personnel work schedules to meet operations and maintenance scheduling requirements. Will ensure the Maintenance Time and Duty Limitations are not exceeded
- Approve employee vacation according to workload.
- Measure performance of maintenance personnel against established standards.
- Recommend projects to improve performance of equipment and enable better performance by maintenance personnel.
- Determine maintenance training requirements and submit recommendations to the Director of Maintenance.
- Recommend and submit inspection program changes to the Director of QC/Chief Inspector.
- Select maintenance department Production Supervisors and Leads; assign adequate supervisory personnel.
- Supervise and discipline maintenance department personnel.
- Evaluate staffing level needs and request staffing adjustments.
- With the Director of Maintenance, conducts interviews and evaluate qualifications for hiring new maintenance personnel.
- Review personnel annual evaluation forms.
- Conduct monthly department safety meeting including inspection department personnel utilizing Safety Department meeting minutes and safety topic.
- Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - Hazard Identification and Safety Risk Assessment
 - Ensuring the effectiveness of risk controls
 - Analysis of data
 - Safety risk acceptance
 - Safety promotion
 - Advise the accountable executive on the performance of the SMS and on any need for improvement.



1.2.15.4 Authority

- a. Assign Production Supervisors and Lead mechanics.
- b. Direct maintenance activities of all subordinate personnel.
- c. Assist in hiring process, discipline and terminate maintenance personnel in accordance with Company procedures.
- d. Sign Airworthiness Release.

1.2.15.5 Delegation of Authority

May delegate authority to production Supervisor.

1.2.16 Manager of Logistics

[14 CFR § 5.23(a)(2)]

1.2.16.1 Reports to

- Director of Maintenance

1.2.16.2 Qualification

- a. At least four year college degree or minimum six years related industry experience.
- b. Ability to organize and manage multiple priorities and projects simultaneously.
- c. Knowledge of corporate operations, airline operations preferred.
- d. Familiarity with process improvement concepts.
- e. Experience in contracts and negotiation.

1.2.16.3 Responsibilities

- a. Overall effectiveness of purchasing, stores and parts distribution by ensuring adherence to Company policies and procedures.
- b. Oversight of inventory management levels to consistently meet demand, reducing costs while still maintaining a high level of support.
- c. Development and execution of strategy, projects and programs to improve inventory availability and cost savings.
- d. Ensure that efficient processes are in place to sustain vendor relations.
- e. Identify, propose and manage creative solutions by working in collaboration with various departments throughout the company.
- f. Coordination of logistics work to align with and meet overall company goals.
- g. Development and control of annual department budget.
- h. Communicate effectively with all levels within the organization.
- i. Manage with Director of Maintenance to maintain stock requirements.
- j. Keep updated with logistics best practices in process, technology, and operational improvements, implementing those that meet company present and long term strategies.
- k. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Hazard Identification and Safety Risk Assessment
 - ii. Ensuring the effectiveness of risk controls
 - iii. Analysis of data
 - iv. Safety risk acceptance
 - v. Safety promotion
 - vi. Advise the accountable executive on the performance of the SMS and on any need for improvement.

1.2.16.4 Authority

- a. Working with the Human Resources department to hire, discipline, and discharge employees in accordance with the Employee Policy Manual.
- b. Direct department subordinate personnel.
- c. Negotiate vendor contracts.

1.2.16.5 Delegation of Authority

May delegate authority to Aircraft Rotable Parts Agent.

1.2.17 Manager of Safety

[14 CFR § 5.23(a)(2)]

1.2.17.1 Reports to

- Director of Safety

1.2.17.2 Qualification

- a. A comprehensive understanding of aviation safety standards and safe operating practices, applicable regulatory requirements, PenAir's Operations Specifications, and PenAir manual through training, experience, and/or expertise.
- b. Experience in the conduct and management of systems safety programs.
- c. Ability to perform the duties of this position full-time.
- d. Ability to work independently and organize workload, self-motivated. Must have good communications ability and interpersonal skills.
- e. Familiarity with the types of aircraft operated by PenAir.
- f. Ability to manage department staff to its fullest capabilities in support of the Company Safety programs.

1.2.17.3 Responsibilities

- a. Keep PenAir Safety Management officials fully informed about the status of the Company's safety.
- b. Discharge duties to meet applicable legal requirements and to maintain safe operations.
- c. Maintain a full understanding of aviation safety standards and safe operating practices, applicable SRRs, PenAir's Operations Specifications, and PenAir manuals to ensure that the PenAir Safety and Security Program is in full compliance with these standards.
- d. Assist with Internal Evaluation Program activities.
- e. Coordinate with the Director of Internal Evaluation Program to ensure safety reporting forms are investigated and closed properly.
- f. Assist with Tap Root investigations.
- g. Represent the Company at safety and compliance related industry meetings as appropriate.
- h. Chair Safety Committee meetings as required.
- i. Document committee business and report these activities to the President.
- j. Supply items of universal safety interest for publication to the Company at large.
- k. Provide regulatory and philosophical interpretations of the CFRs and provide technical counsel when required or requested.
- l. Administer Safety Promotion programs to encourage Company-wide participation.
- m. Familiarization and training in Safety Management, including; Policy and Attributes, Hazard Identification, Risk Analysis and Mitigation, Safety Assurance and Corrective Action, and Safety Promotion. Safety Management functions including:
 - i. Coordinate implementation, maintenance, and integration of the SMS throughout the certificate holder's organization.
 - ii. Facilitate hazard identification and safety risk analysis.
 - iii. Monitor the effectiveness of safety risk controls.
 - iv. Ensure safety promotion throughout the certificate holder's organization as required in subpart E of this part.
 - v. Regularly report to the accountable executive on the performance of the SMS and on any need for improvement.



1.2.17.4 Authority

Makes recommendations for policy and procedural changes to safety programs.

1.2.17.5 Delegation of Authority

May not delegate authority.

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