

Docket No. SA-540

Exhibit No. 14 I

NATIONAL TRANSPORTATION SAFETY BOARD

Washington, D.C.

Medallion Foundation Shield Program Documents

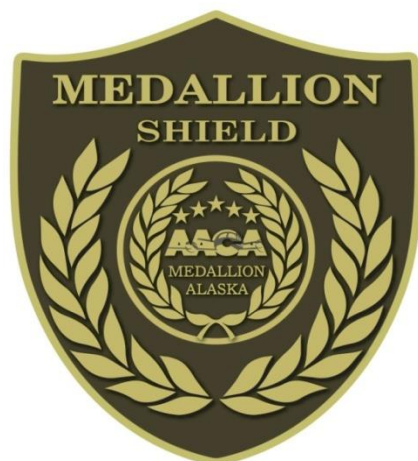
(71 Pages)

Attachment 8

to the Human Performance Specialist's Factual Report

ANC17MA001

Medallion Foundation Shield Program Documents



CFIT AVOIDANCE STAR

PROGRAM DESIGN AND PROCESS MEASUREMENT AUDIT POINTS

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The Medallion Foundation, Inc.
CFIT AVOIDANCE PROGRAM

OPERATOR: _____ **DATE:** _____

PURPOSE:

The primary objectives of CFIT-A training are (1) to understand and recognize potentially dangerous conditions and (2) to exercise proper judgment and take appropriate action when these conditions are encountered.

The purpose of these Controlled Flight Into Terrain Avoidance (CFIT-A) Star audit points is to determine if the company has established an appropriately documented and effective training program for all pilots which emphasizes the recognition of flat-light, white-out, and rapidly deteriorating visibility. This includes but is not limited to knowledge of company procedures and appropriate use of terrain awareness systems in the application of appropriate actions regarding operations in these conditions.

This CFIT-A training may be embedded into the Operator's Flight Operations Training Program.

APPLICABILITY:

All single and/or multi-engine airplane or helicopter operators participating in the Medallion Foundation Shield program are subject to these audit points.

Companies that operate exclusively under FAR part 121 must show an equivalent level of safety when operating VFR or transitioning from the IFR to VFR or VFR to IFR environment.

TRAINING REQUIREMENTS:

The person who manages the star and is responsible for the implementation of the program must have attended the Medallion Foundation courses (or equivalent) in Safety Management Systems. There must be two company employees (Star Managers) trained in Taproot®, for two or more Stars.

It is highly recommended that Senior Management attend the training courses.



The Medallion Foundation, Inc.

CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

NOTES:

1. Whenever “Policy or Procedure” is required, it is expected that it is documented and made available to all applicable employees.
2. “Senior Management” is defined as a position of Chief Pilot, Director of Operations, Director of Maintenance, Director of Safety, Owner/President, or equivalents.
3. Equivalent training – proof of attendance, such as a certificate of completion, and an example of courseware will be submitted to the Medallion Program manager for approval of equivalent training.



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CFIT AVOIDANCE PROGRAM

Section 1 - Initial Star Evaluation

REFERENCE

General

1. There is documentation that describes the policies and procedures of the Controlled Flight into Terrain Avoidance (CFIT Avoidance) training program, which requires the use of an aviation training device (ATD) or simulator to exercise good judgment and take appropriate action when adverse atmospheric conditions are encountered.

Program Management

2. A current and accurate organization chart is published, which depicts the structure of management for this program.
3. The person who has the Responsibility for the program is clearly defined.
4. The person who has the Authority for the CFIT-A program is clearly identified. This person manages the star and is accountable for the implementation of the program. They demonstrate an understanding of the policies, procedures, interfaces, and process measurement associated with this program.
5. The person responsible for the content, maintenance, scheduling, recording and currency of the CFIT-A training program is clearly documented.
6. The person with responsibility for the program has attended a Safety Management System or a similar class that includes safety management systems in the curriculum, and TapRoot®.
7. A policy statement exists from the Accountable Executive supporting the CFIT Avoidance training program.
8. A policy exists that requires initial new hire and returning seasonal pilots to complete classroom and ATD or simulator CFIT Avoidance training prior to being assigned flight duty.
9. A policy exists to identify pilots who lack experience in type of operation, type of aircraft, types of avionics, area of operation, mountainous terrain, hazardous areas and routes, etc.



The Medallion Foundation, Inc.

CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

	REFERENCE
10. A policy exists that provides additional training for pilots who lack experience in type of operation, type of aircraft, types of avionics, area of operation, mountainous terrain, hazardous areas and routes, etc.	
11. A policy exists which requires an observation flight be conducted by a qualified pilot other than the training pilot within 30 – 45 days: a. After a new pilot has flown their first assigned flight. b. After a returning / seasonal pilot has flown their first assigned flight, when they have had a break in service with the company, the operating or geographic environment of 3 years or more. <i>NOTE: The “qualified pilot” must either be the Director of Operations, Chief Pilot, Check Airman, Instructor, or other qualified pilot as determined by the Operator.</i>	
12. All pilots assigned to duty are trained under this program prior to the Initial Medallion CFIT Audit.	
Risk Assessment & Management	
13. The company has a policy in place that requires assessment of operational hazards that expose a company to increased potential CFIT accidents.	
14. The company has a formal procedure to mitigate the risks identified in the assessment of operational hazards which expose a company to potential CFIT accidents.	
White-out Conditions	
15. A policy exists that addresses flight operations in white-out conditions.	
16. A procedure exists that describe what action the pilot is expected to take when encountering white-out conditions.	



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CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

REFERENCE

Flat-light Conditions

17. A policy exists that addresses flight operations in flat-light conditions.

18. A procedure exists that describe what action the pilot is expected to take when encountering flat-light conditions.

Deteriorating Visibility

19. A policy exists that clearly establishes visibility and ceiling minimums that are equal to or exceed applicable regulatory requirements for all flight operations.

20. A policy exists that requires action by the pilot if he determines flight conditions may deteriorate below established minimums.

21. A procedure exists that prescribes what action the pilot should take if the weather on his present course is deteriorating below company established visibility and ceiling minimums.

22. A procedure exists that addresses actions to be taken by the pilot if inadvertently encountering IMC.

Terrain Awareness Systems (If aircraft are equipped)

23. A policy exists that requires training on terrain awareness systems, including overview, controls and displays, alerting modes and indications, and system limitations.

24. Procedures exist for responding to terrain awareness systems maps displaying an impending terrain or obstacle hazard.

25. Procedures exist for responding to caution level terrain or obstacle alerts.

26. Procedures exist for responding to warning level terrain or obstacle alerts.



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CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

REFERENCE

27. Procedures for a warning level alert include use of a terrain escape maneuver.

The following two questions pertain only to operators certified to conduct IFR operations.

28. If the company is certified to conduct IFR operations, a policy exists requiring use of IFR infrastructure, if available, when weather is not better than marginal VFR conditions (less than 3000'/5 miles) or in cases where there is no reasonable certainty of weather remaining better than marginal VFR conditions.

29. If the company is certified to conduct IFR operations, procedures exist for transitioning between VFR and IFR operating environments, or from IFR to VFR.

Training

30. There is a method to ensure new hire and returning seasonal pilots receive all CFIT-A training prior to being assigned revenue or flight duties.

31. There is a method to ensure that returning seasonal pilots must receive all CFIT-A training within the previous 90 days prior to their first company flight for that season.

32. All pilots must receive CFIT-A training annually.

NOTE: The Medallion Program Manager will observe at least one CFIT training session before recommending an audit.

33. The training curriculum includes completion standards for each of the three required weather related scenarios.

34. All training associated with this program is documented. The training form must include a line signed off and dated by both the pilot receiving the ground and simulator training and the instructor providing the training certifying that the training has been completed in accordance with the Company's CFIT'A training program.

35. Training records include at least pilot name, subject, instructor name, date, and evaluation of performance.



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CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

- 36. Training records include a signature and date of both the pilot receiving instruction and the instructor who performed the instruction. All training records must document date and quantity of simulator training time.
- 37. The individual training record will have a comment block to be used for feedback from both the instructor(s) and the trainee.
- 38. Completion of CFIT-A classroom training and at least one ATD or simulator training session is required each year for all pilots. ATD or simulator training must include all three CFIT-A scenarios.
- 39. Written instructions, examinations and any other documentation describing the required scenarios are available for review.

REFERENCE

Classroom Instruction

- 40. The curriculum requires pilots to know and understand company policy and procedures concerning operation in flat-light, white-out, and deteriorating visibility conditions.
- 41. The program includes training in methods for recognizing white-out conditions.
- 42. The program includes training in methods for recognizing the onset of flat-light conditions.
- 43. The program includes training in the recognition of deteriorating visibility.
- 44. The program includes methods for estimating in-flight visibility.
- 45. The program includes consideration of inadvertent IMC, including terrain, obstruction clearance, communication, declaration of an emergency and entering the ATC system, if applicable.
- 46. The program includes training on terrain awareness systems, including operational overview, controls and displays, alerting modes and indications, and system limitations.



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CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

	REFERENCE
47. The program includes training for responding to terrain awareness systems maps displaying an impending terrain or obstacle hazard.	
48. The program includes training for responding to caution level terrain or obstacle alerts.	
49. The program includes training for warning level terrain or obstacle alerts.	
50. Training for warning level alerts includes use of a terrain escape maneuver.	
51. If the company is certified to conduct IFR operations, the program includes training for transitioning between VFR and IFR operating environments, or from IFR to VFR.	
52. There is an annual written exam with a minimum passing score of 70% (corrected to 100%).	
ATD / Simulator Instruction	
53. A program and curriculum exist that uses a simulator or aviation training device (ATD).	
54. There is at least one Medallion-trained ATD instructor if using a Medallion-owned ATD.	
55. The training session includes scenarios that address white-out, flat-light, and deteriorating visibility.	
56. Training on terrain systems will be accomplished in a simulator, ATD, or desktop model (electronic or simulated). If none of these are available, training by alternative means, such as in the aircraft on the ground is acceptable for familiarization, standard operation and flows.	
57. The curriculum requires practice in the recognition of white-out conditions.	
58. The curriculum requires practice in executing company procedures when white-out conditions are encountered.	



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CFIT AVOIDANCE PROGRAM

Section 1 – Initial Star Evaluation

REFERENCE

Program Audits

- 71. There is a documented schedule to audit the training, records, forms, etc. of the program.
- 72. There is a written description of what will be audited, and who will be auditing the program.
- 73. There is a requirement to document corrective actions for audit findings.
- 74. Audits are documented and retained; at least until the annual Medallion Foundation audit is complete.

Program Reviews

- 75. A review schedule is established which for each observation flight to be conducted within 30 – 45 days:
 - a. After a new pilot has flown their first assigned flight.
 - b. After a returning / seasonal pilot has flown their first assigned flight, when they have had a break in service with the company, operating or geographic environment of 3 years or more.
- 76. The flight standards observation flight will be conducted by someone other than the ATD trainer, such as the Director of Operations, Chief Pilot, Check Airman, Instructor or other qualified pilot as determined by the Operator.
- 77. Results of the flight standards observation flight will be documented and signed by both the observed pilot and the observer.
- 78. There is an established process for the person responsible for the program to periodically review all program elements and documents.
- 79. There is a schedule to review the overall CFIT Avoidance program.
- 80. There is documented method to show that senior management is included in the program review process.



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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

The Recurrent Star Evaluation section is intended to assess the effective implementation of your program. The evaluation and subsequent audit will look at your processes and determine whether or not they have been accomplished as prescribed. Implementation verification may be in the form of documents, training records, or other hard evidence that validate accomplishment. If discrepancies or deficiencies are identified, it is expected that corrective action measures will be developed and implemented. This form can be used for identifying whether or not the processes have been implemented, document corrective actions for those that have not, and setting target dates for resolving the issue.

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

GENERAL / PROGRAM MANAGEMENT

1.	There is a method to ensure the most current Medallion audit points are used.			
2.	If the Medallion audit points were revised after the last successful evaluation, has the program been revised to include any new or changed requirements?			
3.	Has program management changed in the past 12 months? <i>(NOTE: Assess the effective transfer of responsibilities and the methods used for that transfer.)</i>			



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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
4. Has the person responsible for the program attended Safety Management Systems or equivalent, and TapRoot® training?			

| RISK ASSESSMENT & MANAGEMENT

5. Company shows they have assessed and mitigated operational hazards that pose a potential to CFIT accidents.			
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| TRAINING PROCEDURES

6. Company procedures support the policies for operations in white out conditions.			
7. Company procedures support the policies for operations in flat light conditions.			
8. Company procedures support the policies for operations in deteriorating visibility.			



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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
9. Company procedures support the policies for operations into unfamiliar airports, landing areas and/or routes.			
10. Company procedures support the policies for operations with terrain awareness systems.			
11. There is a method to verify pilots are following company procedures when encountering decreased visibility, flat-light and/or white-out conditions.			

TRAINING – CLASSROOM AND ATD/SIMULATOR

12. At least three CFIT scenarios (white out, flat light and deteriorating visibility) are incorporated into the both aspects (classroom and ATD/simulator) of the training program. NOTE: The Medallion Program Manager will observe at least one training session prior to making an audit recommendation.			
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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
13. Classroom and simulator training (or other acceptable method) is provided on use of terrain awareness systems; including responding to alerts, displays and performing escape maneuvers.			
14. If company is certified to conduct IFR operations, scenario based training includes transitioning between VFR and IFR operations, and from IFR to VFR operations.			
15. All pilots assigned to flight duty in the past year have completed company CFIT-A training.			
16. All initial and returning seasonal pilots have received CFIT-A training prior to flight assignment.			

PROGRAM AUDITS

17. Required program audits are completed as scheduled.			
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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
18. Individual training documents are included in the program audit.			
19. The audit is used to identify deficiencies within the CFIT-A program.			
20. Audit deficiencies result in corrective actions within the CFIT-A program.			
21. Who within the company participates in the CFIT-A program audits?			
22. Audits are documented and retained for review.			
23. What changes have been made to the program as a result of the audit process?			

PROGRAM REVIEWS



The Medallion Foundation, Inc.

CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
24. Review the schedule for observations flights against the company pilot roster. All pilots required to receive an observation flight have received it within the required time frame			
25. There is a record of all flight standards observation flights and shows: <ul style="list-style-type: none"> • Flight was observed by someone other than the training pilot • Record is signed by the flying pilot • Record is signed by the observing pilot 			
26. Were there any CFIT accidents or major incidents in the past 12 months?			
27. Was a TapRoot® investigation completed? What corrective measures were implemented?			
28. The CFIT-A program is reviewed in accordance with the review schedule by the individual responsible for the program.			



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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
29. CFIT-A policies and procedures are included in the review.			
30. CFIT-A audit results are included in the review.			
31. Training records and flight observation records are included in the review.			
32. Other associated CFIT-A program records are included in the review, such as feedback forms, dispatch records, hazard or safety reports.			
33. A schedule for annual reviews by senior management is implemented.			
34. There is a record showing that senior management was included in the review process.			
35. What feedback has senior management provided during their review?			



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CFIT AVOIDANCE PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
36. All program reviews are documented and retained for at least 12 months.			
37. What changes have been made to the program as a result of the review process?			

CONTINUOUS IMPROVEMENT

38. Changes made to the program since the last evaluation are effectively communicated.			
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FEEDBACK

39. There is feedback from individuals conducting CFIT-A training to the individual responsible for the program.			
40. There is feedback from the individuals receiving CFIT-A training to the individual responsible for the program.			



OPERATIONAL CONTROL STAR

PROGRAM DESIGN AND PROCESS MEASUREMENT AUDIT POINTS





The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM

OPERATOR: _____ **DATE:** _____

PURPOSE:

The purpose of these Operational Control Star audit points is to determine if the company has established documentation and an effective flight operations management system that identifies and considers all hazards and associated risks, and requires shared decisions for dispatching all flights with appropriate management involvement as risk levels increase.

APPLICABILITY:

All single and/or multi-engine airplane or helicopter operators participating in the Medallion Foundation Five Star / Shield program who operate within Alaska are subject to these audit points.

Companies that operate exclusively under 14 CFR part 121 are exempt from audits on this program. Operators wishing to receive the Operational Control Star and take advantage of the 121 exemption must submit a letter of request to the Medallion Foundation Executive Director.

TRAINING REQUIREMENTS:

The person who manages the star and is responsible for the implementation of the program must have attended the Medallion Foundation courses (or equivalent*) in Safety Management Systems and Flight Risk Management. There must be two company employees (Star Managers) trained in Taproot®.

It is highly recommended that Senior Management attend the training courses.

NOTES:

1. Whenever "Policy or Procedure" is required, it is expected that they are documented and available to all applicable employees.
2. "Senior Management" is defined as a position of Chief Pilot, or higher.
3. *Equivalent training – proof of attendance, such as a certificate, and an example of courseware will be submitted to the Medallion Program manager for approval of equivalent training.



The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM
Section 1 - Initial Star Evaluation

REFERENCE

General

1. There is a written program that describes what operational control measures the company has established, including policies, procedures, risk assessment, coordination, weight and balance, de-icing, and training.
2. There is a written policy statement from the highest level of management that describes the goals and objectives of the program.

Program Management

3. A current and accurate organization chart is published, which depicts the structure of management for this program.
4. The person who has the Responsibility for the program is clearly defined.
5. The person who has the Authority for the Operational Control program is clearly identified. This person manages the star and is accountable for the implementation of the program. They demonstrate an understanding of the policies, procedures, interfaces, and process measurement associated with this program.
6. The person responsible for the content, maintenance, scheduling, recording and currency of the Operational Control training program is clearly documented.
7. The person with responsibility for the program has attended a System Safety or a similar class that includes system safety in the curriculum, Flight Risk Management and TapRoot®



The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM
Section 1 – Initial Star Evaluation

REFERENCE

Operational Control

- 8. There is a documented process for considering pilot qualification certification, and experience when assigning crews for unique operations or locations (e.g., off airport operations for fixed wing, specialized operations for rotary-wing)
- 9. There is a process which ensures that safety of flight information (e.g. NOTAMS, weather, obstruction data, and airplane performance data) and management directives are up-to-date and communicated timely and effectively to all appropriate individuals.
- 10. There is a procedure for pilots to annotate/update data on conditions encountered at landing area(s) to ensure information on file is current and relevant for future flights.
- 11. For rotary-wing operators there is, prior to all departures (or series of departures), a procedure for determining predicted aircraft performance parameters for intended operations.
- 12. For rotary-wing operations there is a process for recording predicted aircraft performance information at least once daily.

Unfamiliar Airports, Landing Areas and Routes

- 13. A policy exists that clearly defines requirements for planned flights into unfamiliar airports, landing areas and along unfamiliar routes.
- 14. The company has a policy for identifying and designating Special Airports.
- 15. The company has defined Day and Night VFR routes, and designated minimum ceiling and visibility requirements that meet or exceed applicable regulatory requirements.
- 16. The company has a policy for identifying and designating Special Routes.



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 1 – Initial Star Evaluation

- 17. The company has a policy for Special VFR operations, including limiting departure minimums to 600' and 2 miles.
- 18. A procedure exists for briefings or some other form of familiarization when pilots are dispatched to airports, landing areas and along routes that are unfamiliar to them.
- 19. A procedure exists for diverting from Special or designated routes, and for returning to company designated routes.
- 20. Company VFR Day and Night Routes are assessable to all end users (pilots, dispatchers, flight followers).
- 21. A procedure exists for operating in Special VFR. This includes limiting SVFR departure minimums to 600' and 2 miles.

Flight Coordination

- 22. There is a policy requiring that a flight coordinator or certificated dispatcher be utilized in the conduct of all flight operations.
- 23. The duties of the flight coordinator are clearly defined.
- 24. There is a policy clearly establishing shared flight planning and decision-making responsibilities.
- 25. The pilot-in-command and flight coordinator share equal responsibility in determining whether or not the flight will be dispatched.
- 26. The company has established minimum standards for qualification as a flight coordinator. These standards may be met through experience or initial training to ensure proficiency.
- 27. All individuals acting as a flight coordinator or certificated dispatcher meet the written qualifications.



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 1 – Initial Star Evaluation

28. There is a procedure stating what items will be included in the information provided to the pilot-in-command by the flight coordinator/dispatcher.

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Flight Risk Assessment

29. There is a flight risk assessment procedure that combines a:
a. Pre-determined landing area risk assessment and
b. A risk assessment for each flight

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30. A landing area risk assessment for all intended landing areas is on record and readily available to flight crew members and flight coordinators.

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31. A route risk assessment for all intended Day and Night VFR routes, to include risk assessment of potential deviation scenarios within 10 nm either side of centerline of route.

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32. Risk assessment procedures for each proposed flight include consideration of the risk associated including:
c. The intended landing area,
d. Pilot qualification
e. Pilot's physical and emotional state,
f. A weather assessment, including SVFR minimum values of 600/2.
g. Suitability of the aircraft and equipment (including the MEL) for the flight
h. Time of day (twilight/night/day)
i. VFR routes assessed for ceiling and visibility minimums

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33. The risk assessment process recognizes and addresses the cumulative effects of multiple hazards.

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34. The flight risk assessment process requires increasing levels of management involvement as risk levels increase, including a level at which the flight will be postponed or cancelled because of a high risk assessment.

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35. Management approval required for SVFR departures.

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The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 1 – Initial Star Evaluation

36. For charter or non-routine operations there are specific procedures for evaluating risks associated with unfamiliar landing areas, including off-airport operations.

37. Flight risk assessment are accomplished for every flight or, as an option:

There is a policy and associated procedures for conducting a consolidated risk assessment covering multiple flights to the same destination(s). Consolidated risk assessments must be predicated on the concept that operational conditions will not exceed pre-defined limits for man, machine, environment, and time. If any actual or forecast conditions exceed the established limits, a normal risk assessment must be completed for subsequent flights.

During the time consolidated risk assessments are in use, a designated individual must regularly check that the limits are not being exceeded and document that check.

If the flight is airborne and the defined limits are exceeded, the pilot and/or flight coordinator will take pre-defined action and alert the other party.

Consolidated risk assessments can only be utilized if senior management has approved the limiting conditions.

38. There are checklist(s), form(s), or other tools used to determine, evaluate and document potential risks associated with every flight.

39. Specific duties of the pilot-in-command and flight coordinators concerning flight risk assessment are clearly described.

40. There is a procedure requiring that both the pilot-in-command and the flight coordinator acknowledge agreement with the risk assessment by their signatures on the risk assessment form.

41. Flight risk assessment forms are completed and retained whether or not the flight operates.

Note: Flight risk assessment forms must be retained for review by Medallion auditors during the next Medallion audit cycle.



The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM
Section 1 – Initial Star Evaluation

42. Flight risk assessment forms are retained for a specified period of time or until the review process is complete.

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Weight and Balance

43. Procedures include a method for determining the weight of passengers, baggage and freight.

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44. For each flight the pilot either (1) ensures that the aircraft is loaded in accordance with a defined loading plan/schedule that ensures the CG is within limits, or (2) calculates the weight and CG of the aircraft using an approved method.

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45. The weight and CG of the aircraft is recorded for every flight operated in a single engine aircraft.

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Ground Operations

46. There are policies and procedures to identify hazards and ensure passengers and ground personnel are briefed regarding safe ground operations, including safe aircraft entry/exit paths

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47. If operating non-standard or specialty operations (such as float, ski, high volume tour operations, engine running on-load/off-load, heli-skiing, etc.) special briefings for passengers are conducted

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Icing / Deicing

48. There is a policy and procedures that require the pilot to conduct a visual or physical examination of critical surfaces before take-off in accordance with the POH/AFM.

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49. There is an icing/de-icing awareness program that includes any special requirements associated with the type of aircraft operated.

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50. There is a policy and/or procedures for operations during unexpected en-route icing conditions.

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The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM
Section 1 – Initial Star Evaluation

51. There is policy and/or procedures for operations at airports that do not have de-icing capability available during ground icing conditions (including frost, snow, freezing rain, sleet or fog, and other forms of precipitation that may stick to the aircraft).

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Training

52. Flight coordinators receive either
(1) appropriate training concurrent with flight crews, or
(2) training as part of a comprehensive, stand-alone program, including initial and recurrent training.

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53. Training is structured to ensure that flight coordinators are conversant with the fundamentals of flight dispatching including meteorology, aircraft loading and performance

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54. Training includes a standardized evaluation (written or oral examination) to ensure understanding and competency.

Note: Training and testing must be documented and retained for review by Medallion auditors.

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55. There is initial and recurrent training for pilots and flight coordinators for Special Airports, Special Routes, Day and Night VFR routes. Training includes risk management of deviations.

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56. There is initial and recurrent icing and de-icing training for pilots, flight coordinators, and ground personnel responsible for de-icing procedures.

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57. The training program specifically addresses operational procedures for ground icing, de-icing, anti-icing and en-route icing.

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58. The training program addresses procedures for cold weather operations including removal of frost, snow and/or ice before departure and, if applicable, specific aircraft de-icing requirements, cautions, warnings and/or limitations imposed by the POH/AFM and other associated regulatory documents.

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The Medallion Foundation, Inc.
OPERATIONAL CONTROL PROGRAM
Section 1 – Initial Star Evaluation

59. The cold weather training program addresses “Clean Aircraft Concept,” as discussed in FAA AC 20-117.

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ATD / Simulator Instruction

60. An ATD/Simulator training session which includes a scenario for deviation from established VFR routes.

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Program Audits

61. There is a documented schedule to audit the training, records, forms, etc. of the program.

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62. There is a written description of what will be audited, and who will be auditing the program.

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63. Audits are documented and retained; at least until the annual Medallion Foundation audit is complete.

--

Program Reviews

64. There is an established process for the person responsible for the program to periodically review all program elements and documents.

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65. There is a schedule to review the overall Operational Control program.

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66. Senior management is included in the program review process.

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67. Reviews are documented and retained for a minimum of one year.

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Records

68. Records of all information, including appropriate forms/flight releases and weight and balance figures associated with a flight, are retained for a specified period of time.

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69. A training record is maintained for all those associated with operations, including flight coordinators, aircraft loaders, and those with responsibility for deicing aircraft.

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The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 1 – Initial Star Evaluation

70. Training records include as a minimum; the date, location, subject, instructor and student signature, duration, and evaluation results.

Continuous Improvement

71. Information from the reporting system (if one exists), feedback, audits and reviews are continuously evaluated and used to improve the Operational Control Program.

72. There is a process to determine if improvements have had the desired effect on the Operational Control Program.

Feedback

73. There is a feedback mechanism between the individuals with authority and/or responsibility for the program, those conducting and/or receiving training and those implementing the program.



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

The Recurrent Star Evaluation section is intended to assess the effective implementation of your program. The evaluation and subsequent audit will look at your processes and determine whether or not they have been implemented as intended. Implementation verification may be in the form of documents, training records, or other hard evidence that in fact the process has occurred as intended. If there is a discrepancy or deficiency identified, it is expected that a corrective action will be developed and implemented. This form can be used for identifying whether or not the processes have been implemented, document corrective actions for those that have not, and setting target dates for correcting the issue.

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

GENERAL / PROGRAM MANAGEMENT

1.	There is a method to ensure the most current Medallion audit points are used.			
2.	If the Medallion audit points were revised after the last successful evaluation, has the program been revised to include any new or changed requirements?			
3.	The Operational Control program manager has ensured all contact information on the Medallion website is up to date.			
4.	Has the person responsible for the program attended System Safety or equivalent, Flight Risk Management and TapRoot® training?			



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

OPERATIONAL CONTROL / FLIGHT COORDINATION

5. Safety of flight information and management directives are up-to-date.			
6. Safety of flight information and management directives are communicated timely and effectively to all appropriate personnel.			
7. Pilots update data on conditions encountered at landing areas.			
8. The company policy on shared decisions for operational control of company flights being followed.			
9. Pilots and flight coordinators are following established procedures concerning shared decision-making.			

FLIGHT RISK ASSESSMENT

10. Risk assessments of all flights are completed and retained in accordance with Company documented procedures.			
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The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
11. If applicable, consolidated risk assessment procedures being complied with in accordance with Company documented procedures.			
12. Explain how the concept of “increased in risk requires an increase in management involvement” is incorporated into the program.			

WEIGHT & BALANCE / GROUND OPERATIONS / ICING-DEICING

13. The procedures for determining the weight of passengers, baggage and freight is used for every flight.			
14. Icing awareness requirements in these audit points are complied with.			

TRAINING

15. All flight coordinators have completed training in Flight Risk Management.			
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The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
16. All flight coordinators have completed Company icing and de-icing training.			
17. All ground personnel responsible for de-icing procedures have completed company de-icing training.			
18. Classroom and simulator/ATD training in diverting from a VFR route.			

PROGRAM AUDITS

19. Audits required by the program are completed as scheduled.			
20. Individual training documents are included in the program audit.			
21. Pilot and flight coordinator training records are audited for currency.			
22. Flight risk assessment forms are audited to ensure compliance with written requirements.			



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
23. The audit is used to identify deficiencies within the Operational Control program.			
24. Audit deficiencies result in corrective actions within the Operational Control program.			
25. Who within the company participates in the Operational Control program audits?			
26. Audits are documented and retained for review for the time specified by the program.			
27. What changes have been made to the program as a result of the audit process?			

PROGRAM REVIEWS

28. Were there any accidents related to the functioning of the Operational Control Program in the past 12 months?			
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The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
29. Was a TapRoot® investigation completed? What corrective measures were implemented?			
30. The Operational Control program is reviewed in accordance with the review schedule by the individual responsible for the program.			
31. Operational Control policies and procedures are included in the review.			
32. Operational Control audits results are included in the review.			
33. Other associated Operational Control program records are included in the review, such as feedback forms, flight risk assessment forms, hazard or safety reports.			
34. A schedule for periodic reviews by senior management is implemented.			



The Medallion Foundation, Inc.

OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
35. There is a record showing that senior management reviewed the program.			
36. What feedback has senior management provided during their review?			
37. All program reviews are documented and retained for the amount of time specified by the program.			
38. What changes have been made to the program as a result of the review process?			

CONTINUOUS IMPROVEMENTS

39. Changes made to the program since the last evaluation is effectively communicated.			
40. Has program management changed in the past 12 months? (NOTE: Assess the effective transfer of responsibilities and the methods used for that transfer.)			



The Medallion Foundation, Inc.

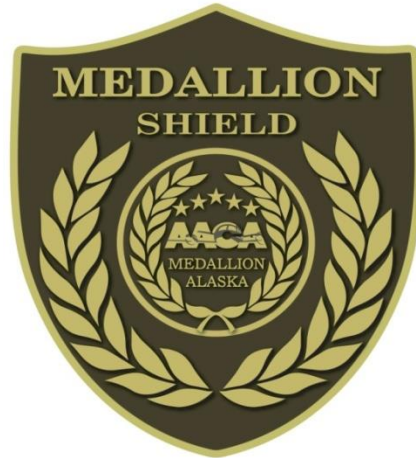
OPERATIONAL CONTROL PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
		<i>Verify implementation. Record discrepancies & deficiencies</i>	

FEEDBACK

41.	What feedback has been received from the pilots and flight coordinators concerning the application of the shared decision making requirements?			
42.	There is feedback from individuals conducting Flight Risk Management training to the individual responsible for the program.			
43.	There is feedback from the individuals receiving Flight Risk Management training to the individual responsible for the program.			



SAFETY STAR

AUDIT POINTS



The Medallion Foundation, Inc.

SAFETY PROGRAM

OPERATOR: _____ **DATE:** _____

PURPOSE:

The purpose of these Safety Star audit points is to determine if the company has established practical and effective safety policies and procedures using a company-wide safety program with commitment from top management, including a no-punitive and anonymous safety reporting system, an emergency response plan, a safety committee, and a viable safety information collection and distribution system.

APPLICABILITY:

All single and/or multi-engine airplane or helicopter operators participating in the Medallion Foundation Five Star / Shield program who operate within Alaska are subject to these audit points.

TRAINING REQUIREMENTS:

The person who manages the star and is responsible for the implementation of the program must have attended the Medallion Foundation courses (or equivalent*) in Safety Management Systems. There must be two company employees (Star Managers) trained in Taproot®.

It is highly recommended that Senior Management attend the training courses.

NOTES:

1. Whenever "Policy or Procedure" is required, it is expected that they are documented and available to all applicable employees.
2. "Senior Management" is defined as a position of Chief Pilot, or higher.
3. *Equivalent training – proof of attendance, such as a certificate, and an example of courseware will be submitted to the Medallion Program manager for approval of equivalent training.



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 1 – Initial Star Evaluation

REFERENCE

Safety Manager

- 9. The safety manager / Director of Safety understands that they are responsible for the implementation of the safety program.
- 10. The safety manager / Director of Safety is assigned a title; and there are documented qualifications for their position.
- 11. The company has clearly defined what changes to the safety program the safety manager / Director of Safety can make.
- 12. For each operational base or outlying station there is a person assigned who reports directly to the safety manager / Director of Safety on safety matters.
- 13. The safety manager / Director of Safety meets with Senior Management on a regular schedule to discuss safety matters.

Hazard Identification

- 14. The company requires identification of hazards.
- 15. Hazard identification is accomplished through the reporting system, trending of data, inspections and surveys.

Reporting System

- 16. There is a reporting system with policies and procedures that allow employees in all departments to report accidents, incidents, injury, identify hazards, make suggestions, and voice concerns.
- 17. The reporting system is non-punitive, and is supported by top management.



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 1 – Initial Star Evaluation

- 18. There is a policy that reports can be submitted anonymously.
- 19. Reports from employees to the reporting system are acknowledged within a specific period of time.
- 20. The company has a method for providing acknowledgement and feedback on anonymous Reports.
- 21. Information derived from the reporting system is used to evaluate and/or improve equipment, policies and/or procedures throughout the company.
- 22. There is a method for analyzing collected data to identify trends.

REFERENCE

Risk Assessment

- 23. There is a methodology that assesses the impact of any identified real or perceived hazards within the company, either past, present or future using some form of matrix or profile.
- 24. There is a method for prioritizing identified risks.

Risk Management

- 25. Once a risk is identified through the risk identification and assessment processes the company takes appropriate action considering the established priorities.
- 26. Once a decision has been made to mitigate a risk, an individual is assigned the task of resolving the issue, including, if appropriate, developing a plan to implement the decision, setting timelines, assigning resources and personnel as needed.
- 27. There is a process in place to apprise management of identified hazards and risks.



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 1 – Initial Star Evaluation

- 28. There is a method for monitoring the status of planned mitigation action, including periodic reports to higher authority
- 29. There is a procedure to validate corrective actions to ensure there are no unintended or adverse consequences.
- 30. The TapRoot root cause analysis program is used in the evaluation of accidents/incidents or other significant issues.

REFERENCE

Safety Committee

- 31. There is at least one safety committee that assists the Safety Manager in addressing all identified safety issues within the company.
- 32. A chair of the safety committee is identified.
- 33. The committee meets on a regular schedule.
- 34. The committee has a process for assigning tasks to appropriate individuals or departments.
- 35. There is a process that allows immediate action to be taken, if required, on the recommendation of the Safety Committee.
- 36. The committee receives timely feedback on actions taken as a result of its recommendations.

Emergency Response

- 37. The company has an Emergency Response Plan (ERP).
- 38. There is an emergency contact list.



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 1 – Initial Star Evaluation

REFERENCE

Records

- 61. There is a system that documents safety reports, identified hazards and associated risks, risk assessments, anomalies associated with flight or ground operations and management of those identified risks.
- 62. Minutes of all Safety Committee meetings minutes are published, distributed and retained.
- 63. Minutes of all Safety meetings are published, distributed and retained.
- 64. "Lessons learned" during Emergency Response Plan exercises are documented and retained.
- 65. Results of internal safety audits are documented and retained.
- 66. Results of external safety audits are documented and retained.
- 67. All safety training is documented and records retained.

Safety Inspections

(NOTE: A "Safety Inspection" looks at the health of the company's facilities and equipment used to support flight operations and maintenance functions.)

- 68. Safety inspections are scheduled and conducted on a regular basis.
- 69. Company safety inspections will be conducted with the use of a checklist.

Program Audits

- 70. Audit of the safety program is scheduled, conducted and documented on a regular basis.

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The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

The Recurrent Star Evaluation section is intended to assess the effective implementation of your program. The evaluation and subsequent audit will look at your processes and determine whether or not they have been implemented as intended. Implementation verification may be in the form of documents, training records, or other hard evidence that in fact the process has occurred as intended. If there is a discrepancy or deficiency identified, it is expected that a corrective action will be developed and implemented. This form can be used for identifying whether or not the processes have been implemented, document corrective actions for those that have not, and setting target dates for correcting the issue.

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

GENERAL

1.	There is a method to ensure the most current Medallion audit points are used.			
2.	If the Medallion audit points were revised after the last successful evaluation, has the program been revised to include any new or changed requirements?			
3.	The Safety program manager has ensured all contact information on the Medallion website is up to date.			
4.	Has top management defined the organization's safety policy and conveyed the expectations and objectives of that policy to the employees?			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
5. The company can demonstrate how the measurable goals of the safety policy are being achieved.			
6. The person responsible for the program has attended System Safety or equivalent, and TapRoot® training?			

PROGRAM MANAGEMENT

7. Employees know and support the company safety policy.			
8. Employees follow company safety procedures. <i>Please elaborate: For example, a comparison of what is expected in the written program to what is actually being done could provide an indication as to whether procedures were being followed. (Such as job vs. job safety analysis – job observations?)</i> <i>An audit of safety program records and interviews with appropriate personnel may also help answer this question.</i> <i>Other areas to review might be the use of the reporting system within various employee groups.</i>			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

REPORTING SYSTEM / HAZARD IDENTIFICATION

9.	Accidents, incidents, injuries, hazards, suggestions and other items of concern are reported through the reporting system. <i>What has been identified as a direct result of the reporting system?</i>			
10.	How many reports have been submitted in the past year? <i>Is this an increase or decrease from the previous year? Why?</i>			
11.	An acknowledgement is provided to the reporter after each report submission.			
12.	If used, are incentives effective in increasing participation of the reporting system?			
13.	Copies of reports are retained in accordance with program guidance. <i>(either electronically or in hard copy)</i>			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
		<i>Verify implementation. Record discrepancies & deficiencies</i>	

RISK ASSESSMENT AND RISK MANAGEMENT

14.	Risks have been identified, managed and mitigated as a direct result of information acquired through the reporting system and other methods.			
15.	The effectiveness of the reporting system can be demonstrated.			
16.	Has the company identified any issues through trending the reporting system?			
17.	Has the safety department demonstrated to management the use of data in reducing risks and/or operational costs?			

SAFETY COMMITTEE

18.	There is a documented schedule and agenda for safety committee meetings.			
19.	There is evidence the safety committee meets as scheduled.			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
20. There are minutes of safety committee meetings available for review.			

EMERGENCY RESPONSE

21. There has been an exercise on the emergency response plan within the past 12 months.			
22. Records of the emergency response plan exercise are available for review.			
23. What changes have been made to the emergency response plan as a result of the exercise?			
24. There is the schedule for review of the emergency response plan by the person responsible for the program.			
25. There is evidence that reviews of the emergency response plan are completed as scheduled.			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
26. There is the schedule for review of the emergency response plan by senior management.			
27. Reviews of the emergency response plan are documented and retained for review.			
28. What changes were made to the ERP as a result of the reviews?			

COMMUNICATION & PROMOTION

29. Minutes of employee safety meetings are available for review.			
30. There is evidence that critical safety information is quickly disseminated to all employees.			
31. All employees receive company safety committee meeting results, notes, and safety information in accordance with company procedures.			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

TRAINING

32. All employees have been provided training on the safety program within the past 12 months.			
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SAFETY INSPECTIONS

33. There is evidence that safety inspections are completed as scheduled in accordance with the Safety Program. <i>(Examples of these would be facility inspections, monthly inspections of ground service equipment, company vehicles, tools and equipment.)</i>			
34. Who within the company participates in safety inspections?			
35. Safety inspections are documented and retained for review.			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

PROGRAM AUDITS

36.	Audits required by the program are completed as scheduled by the person responsible for the Safety Program,			
37.	Individual training documents are included in the program audit.			
38.	Records and documents required by the Safety program are included in the program audit.			
39.	The audit is used to identify deficiencies within the Safety program.			
40.	Audit deficiencies result in corrective actions within the Safety program.			
41.	Who within the company participates in the Safety program audits?			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
42. Audits are documented and retained for review.			
43. What changes have been made to the program as a result of the audit process?			

PROGRAM REVIEWS

44. Were there any accidents in the past 12 months?			
45. Was a TapRoot® investigation completed? What corrective measures were implemented?			
46. The Safety program is reviewed in accordance with the review schedule by the individual responsible for the program.			
47. Safety policies and procedures are included in the review.			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	
48. Safety audits results are included in the review.			
49. Other associated Safety program elements and records are included in the review, such as program goals, safety inspections, trend reports, emergency response reviews and hazard or safety reports.			
50. A schedule for periodic reviews by senior management is implemented.			
51. There is a record showing that senior management reviewed the program.			
52. What feedback has senior management provided during their review?			
53. All program reviews are documented and retained.			
54. What changes have been made to the program as a result of the review process?			



The Medallion Foundation, Inc.

SAFETY PROGRAM

Section 2 – Recurrent Star Evaluation

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

CONTINUOUS IMPROVEMENT

55.	What changes or improvements have been made to the Safety Program in the last 12 months?			
56.	What prompted the change? (<i>safety reporting system, internal audit, employee feedback, management program review, etc</i>)			
57.	Did you determine the changes were effective?			
58.	Did you determine that the change would not have any adverse or unintended effects?			
59.	Changes made to the program since the last evaluation is effectively communicated.			
60.	Has program management changed in the past 12 months? (<i>NOTE: Assess the effective transfer of responsibilities and the methods used for that transfer.</i>)			



INTERNAL EVALUATION STAR

AUDIT POINTS



The Medallion Foundation, Inc.
INTERNAL EVALUATION PROGRAM

OPERATOR: _____ **DATE:** _____

PURPOSE:

The purpose of these Internal Evaluation Star audit points is to determine if the company has an effective internal evaluation program that assesses the adherence to standards established in the other applicable Star Programs.

APPLICABILITY:

All single and/or multi-engine airplane or helicopter operators participating in the Medallion Foundation Five Star / Shield program who operate within Alaska are subject to these audit points.

Pre-requisite: Prior to attaining the Internal Evaluation Star, the Operator must have achieved the CFIT Avoidance Star, the Operational Control Star, the Maintenance & Ground Service Star, and the Safety Star.

TRAINING REQUIREMENTS:

The person who manages the star and is responsible for the implementation of the program must have attended the Medallion Foundation courses (or equivalent*) in Safety Management Systems. There must be two company employees (Star Managers) trained in TapRoot®.

It is highly recommended that Senior Management attend the training courses.

NOTES:

1. Whenever "Policy or Procedure" is required, it is expected that they are documented and available to all applicable employees.
2. "Senior Management" is defined as a position of Chief Pilot, or higher.
3. *Equivalent training – proof of attendance, such as a certificate, and an example of courseware will be submitted to the Medallion Program manager for approval of equivalent training.



The Medallion Foundation, Inc.

INTERNAL EVALUATION PROGRAM

Section 1 - Initial Star Evaluation

REFERENCE

General

1. There is a written Internal Evaluation Program that describes policy and procedures for auditing the applicable Star programs of the Medallion Foundation.

Program Management

2. A current and accurate organization chart is published, which depicts the structure of management for this program.
3. The person who has the Responsibility for the program is clearly defined.
4. The person who has the Authority for the Internal Evaluation program is clearly identified. This person manages the star and is accountable for the implementation of the program. They demonstrate an understanding of the policies, procedures, interfaces, and process measurement associated with this program.
5. There is a documented audit plan that includes a description of audit subjects and schedule.
6. The audit plan includes auditing applicable Medallion Foundation Star programs at least once per year.
7. The audit plan requires an audit of the applicable company Star programs using Section 1 for program requirements changes and the process measurement questions found in Section 2 of the current revision of each of the Medallion Foundation Star audit points.
8. The person with responsibility for the program has attended a Safety Management Systems or a similar class, and TapRoot®.



The Medallion Foundation, Inc.
INTERNAL EVALUATION PROGRAM
Section 1 – Initial Star Evaluation

REFERENCE

Records

- 9. For each of the applicable company Star programs there are audit records that detail:
 - a. Any non-compliant findings;
 - b. A corrective action plan for each of those findings;
 - c. The person assigned to implement the plan;
 - d. The assigned completion date for the corrective action;
 - e. The date of closure.

- 10. Records of all audits are retained for a minimum of one year.

Program Audits

- 11. There is a documented schedule to audit the Internal Evaluation Program elements and components.

- 12. There is a written description of what will be audited, and who will be auditing the program.

- 13. Program audits are documented and retained; at least until the annual Medallion Foundation audit is complete.

Program Reviews

- 14. There is an established process for the person responsible for the program to periodically review all program elements and documents.

- 15. There is a schedule to review the overall Internal Evaluation program.

- 16. Senior management is included in the program review process.



The Medallion Foundation, Inc.
INTERNAL EVALUATION PROGRAM
Section 1 – Initial Star Evaluation

17. Reviews are documented and retained.

REFERENCE

Continuous Improvement

18. Information from the reporting system, audits and reviews are continuously evaluated and used to improve the Internal Evaluation Program.

19. There is a process to determine if improvements have had the desired effect on the Internal Evaluation Program.



The Medallion Foundation, Inc.

INTERNAL EVALUATION PROGRAM

Section 2 – Recurrent Star Evaluation

The Recurrent Star Evaluation section is intended to assess the effective implementation of your program. The evaluation and subsequent audit will look at your processes and determine whether or not they have been implemented as intended. Implementation verification may be in the form of documents, training records, or other hard evidence that in fact the process has occurred as intended. If there is a discrepancy or deficiency identified, it is expected that a corrective action will be developed and implemented. This form can be used for identifying whether or not the processes have been implemented, document corrective actions for those that have not, and setting target dates for correcting the issue.

<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

GENERAL

1.	There is a method to ensure the most current Medallion audit points are used.			
2.	If the Medallion audit points were revised after the last successful evaluation, has the program been revised to include any new or changed requirements?			
3.	The Internal Evaluation program manager has ensured all contact information on the Medallion website is up to date.			
4.	Has the person responsible for the program attended Safety Management Systems or equivalent, and TapRoot® training?			



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<u>PROCESS MEASUREMENT QUESTIONS</u>	<u>FINDINGS</u>	<u>CORRECTIVE ACTIONS</u>	<u>TARGET DATE</u>
	<i>Verify implementation. Record discrepancies & deficiencies</i>	<i>Document corrective action and person responsible for implementing if other than the program manager</i>	

PROGRAM MANAGEMENT

5.	The Internal Evaluation Program includes a schedule of audits which includes each of the five Star programs.			
6.	Each of the five Star programs been audited at least once in the past 12 months according to the documented schedule.			
7.	Section 1 for each Star Program will be included in the Internal Evaluation Program.			
8.	The Section 2 Process Measurement questions for each Star program is included in the Internal Evaluation Program.			
9.	Reports of internal audits are retained for a specified period of time.			
10.	All of the discrepancies and findings are addressed by either corrective action or they are currently being pursued.			



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PROGRAM AUDITS

11.	Audits required by the program are completed as scheduled.			
12.	The audit is used to identify deficiencies within the Internal Evaluation program.			
13.	Audit deficiencies result in corrective actions within the Internal Evaluation program.			
14.	Who within the company participates in the Internal Evaluation program audits?			
15.	Audits are documented and retained for review.			
16.	What changes have been made to the program as a result of the audit process?			

PROGRAM REVIEWS

17.	The Internal Evaluation program is reviewed in accordance with the review schedule by the individual responsible for the program.			
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18.	Internal Evaluation policies and procedures are included in the review.			
19.	Internal Evaluation audits results are included in the review.			
20.	Other associated Internal Evaluation program elements and records are included in the review.			
21.	A schedule for periodic reviews by senior management is implemented.			
22.	There is a record showing that senior management reviewed the program.			
23.	What feedback has senior management provided during their review?			
24.	All program reviews are documented and retained.			
25.	What changes have been made to the program as a result of the review process?			



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CONTINUOUS IMPROVEMENT

26. Changes made to the program since the last evaluation are effectively communicated.			
27. Has program management changed in the past 12 months? <i>(NOTE: Assess the effective transfer of responsibilities and the methods used for that transfer.)</i>			