QUALITY MANUAL

GLOBAL AIR SERVICES

◇

GR-FTO-002

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Approved by:

Marios Samprakos
Head of Training

HCAA

Markos Tsaktanis
Quality Manager

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1 QUALITY POLICY

1.1 Introduction

Global Air Services' (GR-FTO-002) quality policy is aimed to achieve the highest standards of operating safety by ensuring the highest possible standard of aircraft operation, maintenance as well as flight training, within the available resources.

Quality standards are set through the procedures defined in the Operations, Training Manual and JAR-FCL, and are monitored in accordance with the programme defined in this Manual. The overall programme, its findings and the remedial action taken are overseen by the "Quality Team", which comprises the following persons:

- Accountable Manager
- Quality Manager
- Head of Training and / or Maintenance Manager, as appropriate
- Quality Auditors (Operations and Maintenance) insofar as they are concerned with the particular audit finding under discussion

The independence of quality auditing is achieved through the use of auditors who are not involved in the performance of the function which is being audited. This is particularly important where it is necessary to audit functions and activities performed by the Quality Manager himself. In such cases the audit will be performed by an additional quality auditor.

1.2 Purpose of the Quality System

The general Purpose of Global Air Services' Quality System is:

- To enable the FTO to direct and monitor compliance of its Flying, Ground and Synthetic training operation activities with the relevant parts of the established standards-JAR-FCL, Operations Manual, Training Manual, HCAA standards and National Legislation, in order to ensure safe and efficient training.
- To be used by all FTO levels.
- To be used as guide for the quality activities in all areas as well as to be used as the main communication tool between the elements at the FTO.

The Head of Training is responsible for the achievement of quality through the Organization's operational management activities. He ensures, through the personnel under his control, that the FTO complies with all the requirements of the JAR-FCL, the Operations and the Training Manuals.

The Quality Manager is responsible for the surveillance of quality in the Organization's operations. The Quality Manager has direct access to the Accountable Manager in the event that there is any dispute over the findings of Quality Audits and for the purpose of consultation on quality matters.

Note 1: The Quality Manager will be supported by a quality auditor for the monitoring of any operating and flight management activities in which the Quality Manager participates, or is directly involved, or does not have the expertise in the field, and is therefore unable to independently audit.

The Quality System comprises the following stages, in a continuous process of Organization self-monitoring and evaluation, resulting in the desired enhancement of flight safety.

- Plan Audit
- Audit
- Report Findings
- Identify Root Causes
- Define and implement corrective action, and a timescale for completion, with the person responsible
- Monitor Corrective Action
- Review of the quality process by upper management (The Quality Team)

Set of References

Document	Title	Edition
JAR-FCL 1.055	Quality System for FTOs/TRTOs	Latest Edition
AMC-FCL 1.055	Objectives and Integration ways in the FTOs/TRTOs	Latest Edition
JAR-FCL 1.055	Financial Evaluation of FTOs/TRTOs	Latest Edition
JAR-FSTD A Section 1	requirements for aeroplane Flight Simulation Training Devices	Latest Edition
JAR-FSTD A Section 2	Advisory Circulars Joint (ACJ) providing acceptable means of compliance	Latest Edition
Greek Legislation	P.D 33	FEK
Global Air Services S.A	FTO Operations Manual FTO Training Manual	Latest Edition
Global Air Services S.A	FSTD Maintenance & Operation Manual	Latest Edition

The Enhancement of Flight Safety

By analysis of the findings of quality audits, the Quality Team continuously develops the Organization's operating procedures and standards so that flight safety in the Organization's operations is progressively enhanced.

The outcome of the Team's analysis is incorporated in the Organization's standard practices through the Operations Manual amendment and staff training as appropriate.

1.3 Post Holders Responsible for Quality Functions

Accountable Manager	Petros Tsaktanis
Quality Manager/Auditor (Operations)	Markos Tsaktanis
Quality Auditor	

1.4 Quality Commitment by the Accountable Manager

The Global Air Services management is committed that:

- The flying, ground and synthetic training services meet the highest standards airworthiness and safety, following the requirements of the JAR-FCL and HCAA standards
- It will dedicate the required financial, methods, material and human rescuers in order to safeguard the system.
- This policy includes organizational goals and the need and expectations of customers while it is understood, implemented and maintained, at all levels the personnel following the directives:
    - To offer services with adequate intrinsic quality and safely and achieve full customer satisfaction.
    - To offer services that aggregate value to our customers and being flexible fore front their necessities.
    - To focus the activities in preventive actions
    - To assure quality as responsibility of everyone and of each one
    - To achieve "zero defects'/errors
    - To improve the quality of life in the work
    - To reinforce the team working
    - To follow continuous improving approach
    - To report to quality manager

The vision of Global Air Services is to ensure growth and internal development through its effective and efficient operation achieved respectively through its high quality flying training services with tendency to zero defects and the highest safety and reliability standards.

The goal of Global Air Services is to totally satisfy both the Authorities' and customers' needs and expectations through the implementation of an effective quality system.

It is accepted that these procedures do not override the necessity of complying with any new or amended regulation published by the Hellenic Civil Aviation Authority from time to time where these new or amended regulations are in conflict with these procedures.

It is understood that the Hellenic Civil Aviation Authority will approve this organisation if it is satisfied that the procedures are being followed and standards maintained. It is further understood that the Hellenic Civil Aviation Authority reserves the right to suspend or cancel the approval of the organisation if it has evidence that procedures are not followed or standards are not upheld.

The above achievements rely on the involvement of every one.

I am committed for my personal involvement	Agreed
Petros Tsaktanis	Markos Tsaktanis
Accountable Manager	Quality Manager

1.5 TERMINOLOGY

The following definitions apply for the purposes of this Exposition:

Accountable Manager

The nominated person acceptable to the Hellenic Civil Aviation Authority, who ensures that sufficient funding is available to conduct training to the approved standards. This person is responsible for the Sales and Marketing Department, as well as the overall smooth operation of training in cooperation with the Head of Training. Moreover, this person is responsible for all financial negotiations with Global Air Services' personnel and students. Finally, this person serves as the liaison between the authorities (HCAA) and Global Air Services. The Accountable Manager occupies a seat at the Board of Global Air Services and he reports directly to it.

Quality Assurance

All those planned and systematic actions necessary to provide adequate confidence that a product or service will satisfy given requirements for quality.

Quality Audit

A systematic and independent examination to determine whether Organization activities, and results, comply with planned arrangements and whether these arrangements are implemented effectively and are suitable for achieving the desired objectives.

Quality Manager

The independent person acceptable to the Hellenic Civil Aviation Authority who is responsible for the management of the Quality System, both in terms of its monitoring function and in terms of requesting corrective actions. This person is monitoring activities in the field of training in order to verify that the quality standards required by Global Air Services are being upheld under the supervision of the Head of Training and Chief Instructors. The Quality Manager has direct access to the Accountable Manager and Head of Training. He reports directly to the Board of Global Air Services.

Quality System

A set of policies, processes and procedures required for planning and execution (production / development / service) in the core business area of an organization. The Quality System integrates the various internal processes within the organization and intends to provide a process approach for project execution. The Quality System enables Global Air Services to identify, measure, control and improve the various core business processes that will ultimately lead to improved business performance.

Quality Auditor

A person responsible for carrying out quality audits. In addition to the Quality Manager, an auditor may be another suitably qualified employee of the Organization (who may perform certain audits to ensure that the independence of quality auditing is demonstrated) or a part-time, external auditor employed to carry out specialised audits (e.g. audits of the maintenance management system).

1.6 Record of revision

Rev no.	Rev. date	Ins. Date	Sign.
1	6 Feb 2009	6 Feb 2009	
1			
2			
3			
4			
5			

A Transmittal Letter, containing detailed information regarding the contents of the revision, will accompany all revisions. The Transmittal Letter should be signed upon receipt by the registered holder of the manual and returned to the issuer. This will allow the issuer to control proper updating of all controlled copies.

1.7 Distribution List

Serial No	To Whom Issued	Date
1	Hellenic CAA	February 2009
2	Accountable Manager	February 2009
3	Head of Training	February 2009
6	Chief Flight Instructor	February 2009
7	Chief Ground Instructor	February 2009
8	Operations at Megara LGMG	February 2009

An acknowledgement receipt will be sent with each amendment notice, which must be signed and returned to the Quality Manager as soon as possible. The purpose of the Acknowledgement Receipt is to ensure the management of the Organization that every holder of a Quality Manual copy, has received, understood and attached the latest revisions and changes to his/her manual.

2 QUALITY SYSTEM SCOPE

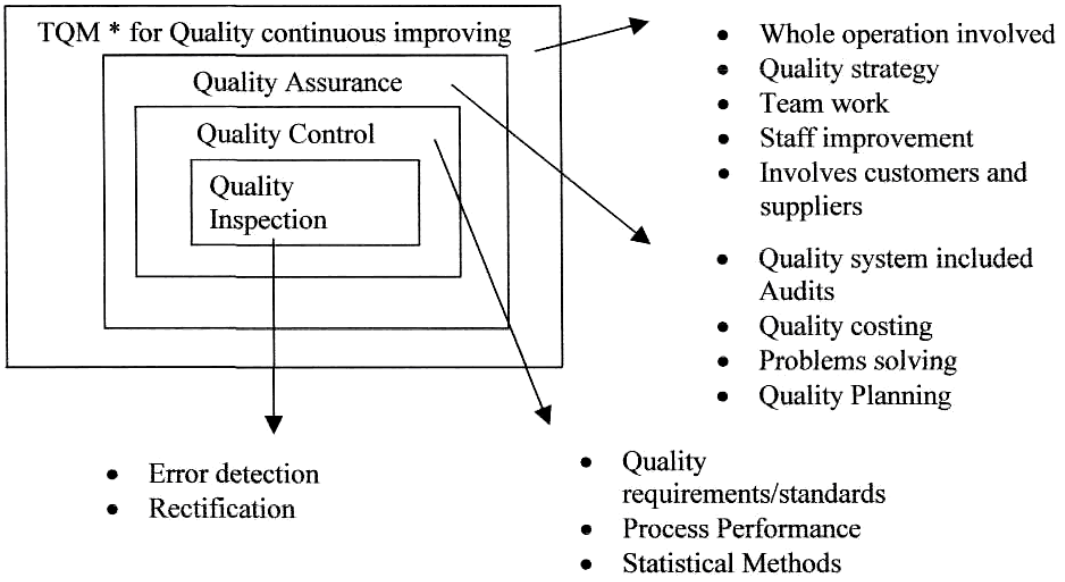
2.1 Introduction

Note: The specified requirements of the Quality System are complementary (not alternative) to the contractual and applicable law and regulatory requirements.

The Quality System includes 7 main components:

- ✓ The Quality Policy and directives/strategy
- ✓ The Quality objectives
- ✓ The Quality planning
- ✓ The Quality inspection
- ✓ The Quality control
- ✓ The Quality Assurance
- ✓ The Quality improvement

However, the stages/levels and the natural extension as evolution of the Quality System is as following:



* The Global Air Services started to introduce only a small part of TQM elements, in order to meet its strategic targets gradually

2.2 Quality tasks and authorities/ responsibilities

The tasks and authorities/responsibilities are defined to take into account the 7 components of the Quality System and the level of responsibilities (Accountable Manager, Quality Manager, Post Holders, Instructors/employees).

List of the main tasks of each Quality System component

☑ Quality Policy:

- o To define the Policy
- o To approve the Policy

- To issue and publish the Policy
- To communicate with the staff and analyze the Policy

Note: All directives of the Global Air Services are permanent, but some purposes are considered short term intends which are redefined each year.

☑ Quality Objectives:

- To specify the objectives of each department or section
- To issue and publish the objectives
- To comment these objectives

Note: The objectives are re-specified each year in relation with the Quality Policy by each department or section.

☑ Quality Planning:

To give consideration to the necessary elements/activities for planning-to prepare the Quality Plans

- To set the Priority of the objectives
- To show how to achieve the objectives and set a sequence of actions

Note: Each department or section must redefine its Quality Plans, either updating of existing or renewing ones.

☑ Quality Inspection:

- To define the field/area and item of the inspection
- To identify and acquire any controls, processes, equipment, resources and skills that may be needed to achieve the designed quality.
- To ensure the compatibility of the processes, inspection and test procedures and the services from one side and the applicable documentation on the other one
- To follow a program: -design a program -carry out the program
- To fill reports:
  - common forms for services and processes
  - specific forms for each fields
- To keep records:
  - keeping records of each inspection
  - forward a copy each record (reflecting the synoptic condition) to Quality Manager

☑ Quality Control

- Procedures and Process approach (focused mainly on "what' is required):
  - To identify and plan the processes which directly affect the quality
  - To sort the "key» Process
  - To ensure that these processes are carried out under controlled conditions
  - To document the key processes
    - to draft the Processes
    - to approve the processes

- to issue and publish the processes
- To implement the process
  - to distribute the document
  - to train the staff
- To manage the Process
  - indexes and indicators
  - non-compliances
  - continuing process capability
  - resource management
  - improvement

☑ Quality Assurance:

- Audit (product/services, processes)
  - Program/schedule establishment
  - Auditor designation, training
- Feed back system
  - To design the Process
  - To manage the Process
- Training
  - To set the objectives
  - To categorize the staff
  - To train respectively the staff
- Management review
  - To design the process
    - inputs:
      - results from audits
      - satisfaction of the interested parties
      - performance of processes
      - analysis of product and service performance
      - status of action items from previous review
      - status of corrective and preventive actions
      - performance of suppliers and subcontractors
      - opportunities for improvement
    - outputs:
      - added value to the interested parties
      - improved performance of a product, services and processes
      - planning for future resources
  - To manage the Processes

- Records for:
  - Audit
  - Inspection
  - Training
  - Management review

☑ Quality Improvement
- Process Management
- Management review
- Feed bake system
- Staff involvement
- Training

Allocation of the main tasks of each quality component to each level of Authority/Responsibility

A. Accountable manager					
Quality components	**Responsibility**		**Participation/ cooperation**		**Remark**
	What?	**How?**	**What?**	**How?**	
Policy	To issue the policy	Each year, a formal statement			At the end of each year
Objectives					
Planning	To ensure the availability of necessary resources	Management review			2 reviews per year
Control					
Assurance					
Improvement	To ensure the effective implementation of the improvments	Feedback system Management review			

B. Quality system manager (1) (2)					
Quality components	Responsibility		Participation/cooperation		Remark
	What?	How?	What?	How?	
Policy	To draft a proposal		Formal statement		On November the first
Objectives	Specific quality system objectives: QS effectiveness date	Formal statement			
Planning	The implementation	Project updating			
Control	To document the quality processes				
	To manage the quality processes				
Assurance					
	The audit process (product and processes)	Auditors Audit Reports Audit Programme	HCAA audit/ inspection	To follow these audits/inspection	The QSM or the concerned Post holder attends each HCAA audit/inspection
	The feedback system	To continuously assess its effectiveness			
	The record process	To continuously assess its effectiveness			
	The quality training	To give training to the top management	Training	To give training to the department	
			Management reviews	***To collect the inputs*** To draft some outputs	
Improvement	To audit the management of the processes				

Note 1: In relation with responsibilities of the Quality Manager as described in this manual.

C. Post Holders-Head of Training, Chief Flying Instructor, Chief Ground Instructor, Chief Synthetic Instructor					
Quality components	Responsibility		Participation/cooperation		Remark
	What?	How?	What?	How?	
Policy	To comment the policy	Internal meetings			
Objectives (1)	To define the objectives of the department	Formal statement (2) Presentation (3)			
Planning	To plan the achievement of the objectives	Own tool (4)	General planning	To update the planning	
Control	To document the key processes	To list, to sort, to constitute the teams, to approve the processes, to implement the processes			
	To manage the process	Inspection -scope -reports -programme -completion -record Indicators Improvements Resources			
Assurance	HCAA Audit/inspections (5)	To prepare each audit/inspection To head the QA team			
	Feedback system (6)	To monitor the system concerning his department			
	Management review (7)	To prepare the review To assess the resources			
	Records	To ensure the issues			
Improvement	To manage his processes (8)	Corrective actions Follow up Benchmarking	Management reviews	To prepare the reviews	
	To prepare the review	Resource assessment			
	To motivate all the staff involved with the feed back system	To maintain pressure			
	To motivate the staff (9)	Continuous information to show the improvements Adequate informal system			
	To participate to the training	To head lectures (policy, objectives)			

NOTES:

- The objectives must be presented and discussed by the post holder to his top management and to the staff of the department
- Each department must design and manage its own project to plan its objectives and each department must actively cooperate with the Quality Manager to implement the initial planning
- Each post holder is responsible for fulfilling his department's HCAA requirements. The post holder must attend as the counterpart of the HCAA inspectors. The post holder must be informed of the outputs of each audit.

- Each post holder is responsible for the follow-up of non-compliances of his department. He must monitor the corrective actions and the deadlines of any of them.
- Each post holder must continuously assess the adequacy of his resources and, if there is no urgency, take the opportunity of these reviews to adjust his resources.
- The post holder must promote and maintain a "quality spirit"

D. Each Instructor or employee					
Quality components	**Responsibility**		**Participation/ cooperation**		**Remark**
	What?	**How?**	**What?**	**How?**	
Policy					
Objectives					
Planning					
Control					
Assurance					
Improvement	**To propose improvement**	**Formal or informal statements**			

- The success of the Quality System is based on the involvement of each instructor or employee

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3 DESCRIPTION OF THE ORGANISATION

3.1 Structure of the FTO

See Operations Manual Section 1.

3.2 Quality System General Description & procedures

The Quality System of Global Air Services reflects its small size, which employs no more than 20 flying instructors. The Quality System monitors the Procedures and Processes specified in the training and Operation Manuals as well as the Maintenance Management directives included into the contract for the Maintenance sub-contractor, in order to ensure the adequacy of the training activities and compliance with the JAR-FCL and the additional standard procedures-requirements of Global Air Services.

The Quality Manager establishes a plan which defines:

- ✓ "which", "when" and "how" the FTO Products, Services and Activities required by JAR-FCL stds will be monitored.
- ✓ Reports for each quality audit details of non-conformity with the requirements of the standards procedures.
- ✓ The Quality System includes a feedback system to the Accountable manager to ensure that corrective actions identified and proprietary addressed.
- ✓ This Quality System is an integral part of the organization's operation, while it ensures objective monitoring through independent auditing functions, related to:
    - o Authority given to the Auditor.
    - o Direct - line reporting.
    - o Access to all parts of the FTO.

The FTO ensures that the Quality System Procedures are readily available to personnel who are responsible for compliance to requirements and when applicable to the customers and/or regulatory Authorities representatives.

The documented procedures must be appointed based on the requirements of JAR-FCL standards.

3.3 Quality System Structure

This Quality System is established, documented and maintained through the Quality Manual, while it is a means of ensuring that the FTO training services conform to specified requirements. The Quality Manual includes or makes references to the applied Quality System procedures and outlines the structure of the system documentation.

3.4 SPECIFIED OPERATIONAL STANDARDS

The Organization's operational standards are as defined in the following Manuals:

- ➢ Operations Manual
- ➢ Training Manual:
    - o Part1
    - o Part2
    - o Part3
    - o Part4

- Aircrafts POH
- FNPT II operation manual and Quality Guidance Tests

3.5 DUTIES AND RESPONSIBILITIES

Principal Duties and Responsibilities

The principal duties and responsibilities of personnel are shown in the Operations Manual Section 1 with the additional responsibilities in respect to the Quality System shown in the next paragraph:

3.5.1.1 Accountable Manager - Duties and Responsibilities

The Accountable Manager has overall responsibility for the safety standards of Global Air Services. He is also responsible for the Quality System, including the frequency, format and structure of the internal management evaluation activities. He will have the ultimate responsibility for resourcing the corrective action and ensuring, through the Quality Manager, that the corrective action has re-established compliance with the standard required by the Authority, and any additional requirements defined by the operator

3.5.1.2 Quality Manager - Duties and Responsibilities

The Quality Manager is responsible for:

- Establishing an independent quality system to monitor compliance with JAA requirements and maintaining a close liaison with the HCAA on all matters affecting approval.
- Implementing a quality audit programme, in which compliance with all operational procedures is reviewed at regular intervals in relation to each type of aircraft operated.
- Any observed non-compliance or poor standards are brought to the attention of the person concerned via his/her manager, with a timescale for remedial action to be completed. **In case the time for remedial action has elapsed and the non-compliance persists the Quality Manager has to inform the Authority**
- Taking prompt corrective action to remedy any deficiency in the organisation.
- Ensuring compliance with all mandatory requirements with respect to the Global Air Services' Certificate in accordance with the requirements of JAR-FCL and those of the Hellenic Civil Aviation Authority.
- Preparing standard practices and procedures for use within the organisation, derived from approved sources, and keeping them up to date.
- Establishing suitable personnel and a procedure to carry out Quality Audits as detailed in this manual
- Performing an annual review of the Organization's Operational and Quality Procedures, and with verifying the Organization's continuing compliance with JAR-FCL.
- Performing a review of the audit programme and of the implementation and relevance of the quality manual.

Note: The Quality Manager has direct access to the Accountable Manager in the event of any reported discrepancy not being adequately attended to by the relevant person.

Furthermore, the Quality Manager:

Has direct access to the Accountable Manager.

- Has access to all parts of the operator's and, as necessary, any sub-contractor's organisation.
- Verifies by independent quality assurance activities in the fields of training, maintenance and FSTD operations that the standards required by the Authority, and any additional requirements defined by the organisation, are adequate and being carried out under the supervision of the relevant responsible managers. For this purpose he plans and ensures the implementation of the quality assurance activities.

Conducts periodically a data evaluation as an input to the management evaluation.

3.5.1.3 Quality Auditor Duties and Responsibilities

The Quality Auditor is responsible for:

- Reporting the results of auditing, bringing any discrepancies to the attention of the person concerned and the Quality Manager,
- Verifying that effective remedial action takes place, within set timescales, in respect of any discrepancies and that any failure to do so is brought to the attention of the Quality Manager,
- Assisting the Quality Manager with an annual review of the Organization's Operational, Maintenance (as appropriate) and Quality Procedures, and with verifying the Organization's continuing compliance with the JAR, HCAA standards
- Assisting the Quality Manager in performing a review of the Audit Programme and of the implementation and relevance of the Quality Manual

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4 QUALITY ASSURANCE PROGRAMME

4.1 Introduction

The Qualify Assurance Programme includes all planned and systematic actions to provide confidence that all operational and maintenance activities, both internally and externally supplied, are conducted in accordance with the applicable requirements standards and procedures.

In establishing this Quality Assurance Programme of Global Air Services with "small size' 'and "low complexity'", a consideration has been given to the following:

- Determination of policy and standards to enhance flight safety and services reliability.
- Determination and establishment of responsibility, resources, organization and operation procedures and processes which will enable the attainment of the set policy and flight and operational standards.
- Independent monitoring activities to ensure that both policy and operational standards are continuously complied with.
- Follow up/feedback system to ensure that policy, training and flight safety standards are complied with.
- Recording of deviations policy, set rules and operational standards with the necessary analyses and corrective action plans.
- Registration, documentation and evaluation of recorded data and trends concerning policy and flight safety standards.

4.2 The Quality Assurance Program Elements

The Quality Assurance Program is a set of documented procedures aimed at ensuring conformity of a process or services, to specified requirements. The Quality Assurance Program includes all planned and systematic actions in order to provide confidence that all training activities, described under JAR-FCL are conducted in accordance with all applicable requirements, standards and procedures.

The key elements of the Quality Assurance Program are:

- Quality Inspection for possible error detection and/or rectification
- Quality Control for standards requirements and process performance review
- Quality Assurance Audit, mainly for problems solving and Quality planning review

The Quality Assurance Programme reflects:

- Schedule of the monitoring process
- Audit procedures
- Reporting procedures
- Follow-up and corrective action procedures
- Recording system
- The training syllabus (Training Manual) and
- Document control

4.3 QUALITY INSPECTION

General purpose

The Quality Inspection includes activities, such as measuring, examining, testing one or more characteristics of a product or service and comparing these with specified requirements to determine conformity.

For the FTO the primary purpose of the inspection is to observe a particular event, action or document in order to verify that established training procedures and requirements are followed during the accomplishment of that event, action or document and whether the required standard is achieved.

Scope of the inspection

The typical subject areas for Quality Inspection are the:

- Actual flight and ground training
- Maintenance
- Technical standards and
- Training standards

A consideration has been given to a principle:

"I write what (everything) I do and I do what (everything) I write".

Analysis of the Inspection Tasks and Responsibilities

4.3.1.1 Inspectors

1. Selection:

The Quality Manager, in cooperation with the Head of Training:

⇒ Define the Qualifications of the inspector/s for the fields/Domains or areas must be inspected.

- The Qualifications shall be at least one of the followings:
  - Diploma, relative to the FTO activities.
  - Theoretical training for inspector
  - Practical training for inspector
  - Experience as Aviation activities Quality inspector/ Auditor.
  - Seminars Quality Management

⇒ Set the number of inspectors

⇒ Define a simple Process-interview to assess the competence of the applicant/s

⇒ Select the inspector

2. Appointment

The inspector is appointed by Global Air Services' executive management.

3. Improvement of the inspector competence:

The FTO facilitates the inspector toward his continuous improving through Training/seminars regarding the Quality and Quality management aspects.

4.3.1.2 Inspected Personnel

The inspected personnel must be aware of the scope of inspections regarding the categories of product /service, processes and compliance.

1. The scope of product/service:

The Quality Manager is responsible for the definition of the scope of each category as well as definition of the form of the inspection reports.

The FTO takes account to the following Products/services:

	FLIGHT AND GROUND TRAINING		MAINTENANCE	ADMINISTRATIVE PERSONNEL
	Flights	**Training**		
Service	Flights FNPTII SIM	Qualification Trainings, Checks	Pre-flight inspection Rectification Maintenance Effectiveness of the maintenance programme Accomplishment of AD Modifications	Organizational structure, list of duties
Scope	Flights files FDT	Training forms Checking forms	Technical Logs A/C Logs	New administrative procedures

Note 1: FDT: flight duty and rest time

Details of the scope of products/ services

4.3.1.3 Flight and Ground Training:

- ⇒ Sample of Student's files
  - o Files format
  - o Theoretical training (progress tests and sample exams)
  - o Flight training records
- ⇒ Sample of Flight Duty and Rest Time
- ⇒ Qualifications/ Training check
  - o Training checking forms for Post Holders, Instructors as well as Qualifications for entrance of students.

4.3.1.4 Maintenance:

- ⇒ Maintenance operation inspection at least once a year
- ⇒ Accomplishment of AD's review
- ⇒ Accomplishment of SB's/ Modifications
- ⇒ Rectification - Inspection of part of rectifications

4.3.1.5 The scope of compliance:

The Global Air Services is committed to:

- ☑ Comply with the Greek legislation - HCAA directives and rules.
- ☑ Comply with the JAR-FCL standards.

4.3.1.6 Inspection

General Principle: doing right from the first time

General Approach:

- ☑ The inspection is the basic element of the Quality Control and Assurance, having mainly the character of error- preventive action.
- ☑ The implementation of the corrective action must be monitored through feed back system.
- ☑ The ultimate goal is to eliminate non-compliance through appropriate corrective action.

The inspection includes the 3 Phases:

Phase 1: preparation of the inspection

- ☑ Confirmation of the inspection to the inspected personnel (day, hours, duration, composition of the team)
- ☑ Preparation of the inspection:
    - o Last inspection reports ensuring an approach of feedback
    - o feedback system
    - o pending corrective actions
    - o team designation (if necessary)
    - o inspection report:
        - date
        - inspectors
        - applicability

Phase 2: inspection

- ☑ Introduction
    - o inspector (inspectors team if required)
    - o scope of the inspection, with the main inspection Areas/Fields:
        - Flight training
        - Ground training
        - Maintenance
        - Technical stds
        - Training stds
- ☑ Review of the pending corrective actions
- ☑ Inspection itself
    - o item by item: compliance or non compliance
    - o for any non- compliance, trigger the corrective action process and at least set the date of a further meeting to review this corrective action process if it is

impossible to address this process during the inspection (for instance due to the complexity the need of specific expertise, etc.)

- ☑ Conclusion
  - o draft of the inspection report

Phase 3: post-inspection

- ☑ Inspection report issuing
  - o write the reports (3 copies: 1 concerned Postholder, 1 Head of Training,1 QSM)
  - o distribute the reports
- ☑ inspection processing:
  - o feed the feed back system

4.3.1.7 Correction of inspection findings

The sequence of the typical corrective action. Process includes the following 5 steps:

- ☑ Step 1: to find out the origin of non-conformance, through logical diagram, flow chart or root cause analysis (as it is required). As a process it has 5 main components:
  - o method
  - o manpower (staff)
  - o machines and materials (facilities)
  - o money (financial resources)
  - o environmental factors
- ☑ Step 2: To design a corrective action by post holder acting though draft, proposal acceptance.
- ☑ Step 3: To decide the approval of the corrective action (approval, issue, disseminate, train and control).
- ☑ Step 4: To implement the corrective action (issue the draft, train the staff, implementation and control the implementation)
- ☑ Step 5: To assess the efficiency and effectiveness of the corrective action.

4.4 AUDIT

Introduction

An audit is a systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.

4.4.1.1 Purpose

- ☑ To verify whether the way in which the training activities are being conducted comply with the published training procedures should be conducted.
- ☑ To enable the FTO to detect possible deviations from set directive rules and standards that have been established.
- ☑ To determine the effectiveness of the Quality System.

The audit

- ☑ The audits examine the Training activities, Maintenance and Administrative operations regarding the Product/service, compliance and procedures and processes.
- ☑ The audits are performed according to defined planning and preparing approach.
- ☑ Global Air Services establishes and maintains documented procedures for planning and implementing audits.
- ☑ The audits have been planned to be carried out by personnel independent of the activities been audited (external auditor/s).
- ☑ The results of the audits shall be gathered and recorded and brought to the attention of the personnel having responsibility in the area audited (Post Holders- Chief Instructors) and the Quality Manager.
- ☑ The Post Holders responsible for the area shall take timely corrective action on deficiencies- non- conformities found during the audit.
- ☑ Feedback/follow up audit activities verify' and record the implementation and effectiveness of the corrective action taken.
- ☑ Tools and techniques have been developed to support the audit of the Procedural requirements:
    - o flowcharts
    - o process
    - o check sheets-checklists
    - o interviews or discussions with personnel
    - o a review of published documents
    - o the examination of the adequate sample of records
    - o the witnessing of the activities which make up the training; and
    - o the preservation of documents and the recording of the observations.
- ☑ The auditors have received appropriate training

The results of the auditors form an integral part of the input to management evaluation and review activities.

The audits normally include:

- o time and date of audit
- o audit scope and objectives
- o Determination of the Quality System elements, procedures and (training) instructions are to be audited, at the particular scheduled audits.

4.5 AUDITORS

General

Global Air Services is a small FTO with low complexity of training; thus it makes use of a single auditor, in order to perform inspections, audits and evaluations of the Quality System, on behalf of the Quality Manager. The auditor should have at least one of the followings:

- ☑ Completed appropriate training in auditing techniques.
- ☑ Relevant operational experience in auditing

- ☑ Qualifications regarding the training and operational experience in the field or sector of Aviation Quality System Auditing and Quality Management are highly desirable.

The auditor education, training and experience documented evidence should be retained by the Quality Manager.

The auditor, operating from an independent position, ensures full objectivity in auditing and evaluation.

Responsibilities

The auditors have authority and responsibility to:

- ☑ Perform inspections and audits as part of the Quality Assurance Programme.
- ☑ Have access to all relevant parts of the FTO, while under the guidance of the Quality Manager have the freedom to choose their own areas.
- ☑ Identify and record any concerns or findings and the evidence that is needed to substantiate such concerns or findings.
- ☑ Verify the implementation of solutions within the specified timescales.
- ☑ Report directly to the Quality Manager.

AUDITOR'S INDEPENDENCE

The auditor ensures the objectivity because he operates from an independent position, while he is familiar to the FTO activities.

The auditor does not have any day-to-day involvement in the areas of flight training, ground training, maintenance and administrative operations.

The primary purpose of the Quality audit is to identify potential unsatisfactory procedures or processes, before they result to any critical condition.

The audit is a methodical and systematic review based on a defined plan, schedule and checklist used for determining how an operation is being conducted and compares the way in which training is being conducted against the way the published training procedures say it should be conducted.

The auditor's independence is ensured as:

- ☑ He has authority and responsibility to report directly to the Quality Manager.
- ☑ He has not direct responsibility for the activities to be audited.

AUDIT SCOPE

The FTO Quality Assurance Programme monitors compliance with the Training and Operations Manual practices, procedures and processes; they have been defined to ensure safe and efficient training, through the audits.

The audit monitors the fields/areas or domains of Ground Training, Flight Training, Maintenance and Administration.

The audit monitor, at least the following fields/areas aspects:

- ☑ Organization, including policy, structure, management staffing and operations.
- ☑ Plans and objectives
- ☑ Ground Training Procedures
- ☑ Theoretical knowledge instruction facilities
- ☑ Flight Training Procedures

- ☑ Flight safety
- ☑ Flight operations accommodations
- ☑ Manuals, Logs and Records
- ☑ Flight and Duty time Limitations
- ☑ Rest Requirements and scheduling
- ☑ Maintenance:
    - o Aircraft Maintenance/Operations interface
    - o Maintenance Programmes and continued Airworthiness
    - o Airworthiness Directives (AD's) Management
    - o Maintenance accomplishment

4.6 PROCEDURES TO ENSURE REGULATORY COMPLIANCE

Audit Programme Review

At annual intervals the Quality Manager will assess compliance with the programme and confirm that all subjects have been adequately dealt with, either individually or in combination with others. Any omissions will be rectified. At this time it is expected that those subjects such as the continuing validity of the published "Duties and Responsibilities" will be addressed by the Accountable Manager himself.

Review of Operational and Quality Procedures

The Quality Manager will initiate an annual review of the Organization's operational and quality system procedures, to ensure that they remain effective and appropriate for their purpose.

Acceptable Means of Compliance (AMC) / Interpretative and Explanatory Material (IEM)

All audits are founded on establishing compliance with the requirements of JAR-FCL, and ensuring in particular that information provided in the AMC and IEM and the Appendices is fully taken into account.

4.7 SCHEDULE OF MONITORING

Basis of Audit Program

Global Air Services' quality audit programme is aimed at verifying continuing compliance with the requirements of JAR-FCL, by means of a programme based on the contents of the requirements themselves and the subjects covered by the Operations Manual and Training Manual.

Organization Audit Program

The contents of the Organization audit programme are laid out in Appendix 5, Summary of Checklists, Appendix 2 Audit Schedule - Flight Operations –The Audit programme for maintenance (future Subpart M) is included in the Maintenance Management Exposition.

Audit Program - Timescales

The audit programme designed to satisfy the Organization's audit policy is as defined in the Quality Manual. The complete programme will normally be accomplished during a twelve month period, but individual audit tasks may be subject to either increase or decrease in frequency / interval in response to the observed performance in the specific area/function etc. The frequency may only be decreased with the permission of the HCAA.

Schedule of Monitoring

Audits are carried out in accordance with the schedule shown in Appendix 2a.

4.8 AUDIT PROCEDURES

Audits may be carried out directly by the Quality Manager, or by other competent personnel delegated by him. In the latter case guidance is provided for the auditor concerned and the results of the audit are assessed by the Quality Manager, to ensure that the audit has been effective.

See also Appendix No. 1 - Principles of Quality Auditing

4.9 REPORTING PROCEDURES

Quality Audit reports are made using the Audit/Corrective Action Report Form shown in Appendix 3. Deficiencies identified during any audit will be detailed on this Form. The Form includes provision for the response of the responsible person, and is returned to the Quality Manager when the particular problem has been resolved, for consideration by the Quality Team prior to closure and filing.

See also Appendix No. 3 - The Audit / Corrective Action Report Form.

4.10 INTERNAL INSPECTIONS OF RECORDS

It is a requirement of the JAR-FCL and the aviation practice for an operator to conduct internal inspections of records on a periodic basis. These are done outside the Quality System, but are fed into it via the Quality Manager. They can be carried out on any area, which managers wish to examine to see if it is working to their satisfaction. If it is a procedure, which they carry out themselves, the inspection can be delegated to someone who has the expertise to do it. The findings of these inspections should be reported on the Internal Audit Report Form (Quality Manual Appendix 3), copies of which are held at base and out-stations/offices.

4.11 FOLLOW-UP AND REMEDIAL ACTION PROCEDURES

Management Responsibilities

It is the responsibility of the Accountable Manager to ensure that Quality Audit/Corrective Action Reports are satisfactorily resolved. It is not the responsibility of the Quality Manager to achieve resolution but it is his responsibility to ensure that the action taken is adequate and likely to ensure future satisfactory performance. Corrective action must be positive and contribute to a permanent solution of the identified problem.

Remedial Action Timescale

The Quality Manager assesses the response received from the repartee and may request further details to be provided, or alternative corrective action if the action taken is considered to be inadequate by either himself or by the Quality Team. Deficiencies and remedial action will be categorised as:

- LEVEL 1. Items directly affecting safe operation or airworthiness which require immediate corrective action and a report to the Quality Manager within a period of 7 days
- LEVEL 2. Items which affect the continuing approval of the organisation and require corrective action to the satisfaction of the Quality Manager within a longer period than for a Level 1 item but not more than 28 days
- LEVEL 3. Items of a general nature included for completeness and information, to be corrected within 3 months.

In some cases the auditor may come across situations which are not entirely satisfactory but do not strictly constitute non-compliance with the Quality System's requirements. These may be recorded as OBSERVATIONS.

All corrective actions should be closed within the agreed time scale.

Remedial Action Review

The Quality Team will meet, normally, at 6-month intervals to discuss those reports which have been closed since the last meeting, and those which remain outstanding. The purpose of this meeting is to ensure that all remedial action is satisfactory and to determine if any wider issues have emerged which require either more general action or changes in Organization policy/ investment etc. The Quality Manager acts as the secretary and co-ordinator of this meeting and retains copies of all Audit/Corrective Action Reports for future reference. This meeting also serves the purpose of a management review meeting.

4.12 RECORDS OF QUALITY AUDITS

The Organization's method of recording audits is through the 'Audit/Corrective Action Report'

See also Appendix No. 3 - The Quality Audit / Corrective Action Report Form

4.13 TRAINING

The Quality Manager will be responsible for ensuring that all members of the overall Quality Assurance 'Team' have had adequate training to perform their duties.

Arrangements will be made from time to time for all personnel involved in the achievement of quality within Global Air Services to attend courses or seminars in order to maintain standards and become familiar with new techniques.

The goal of the Quality System training is to sensitise the employees on all levels towards accident prevention, flight safety and quality.

The Quality Manager establishes the necessary training tools and records.

Initial Training

Every new employee will – with respect on his function – be introduced in the company's Quality System by the Quality Manager.

Introduction to the Quality System:

Function	ACM	HT	CGI, CFI, CSFI, CSTI	Ground Instructor	Flight Instructor	FSTD Focal Point	Quality Manager	Auditor	Inspector	Employees
Quality Policy	X	X	X	X	X	X	X	X		
Concept of Quality System	X	X	X	X	X	X	X	X	X	X
Organization, Responsibilities	X	X	X	X	X	X	X	X	X	X
Inspections	X	X	X	X	X	X	X			
Audits							X	X	X	
FSTD QTG-Runs, Fly-outs						X	X	X		
Feedback & Reporting System	X	X	X			X	X	X		
Subcontractor Management	X	X					X			
Quality System Training	X	X	X			X	X	X	X	
Management Evaluation	X	X	X							
Document Control	X	X	X	X	X	X	X	X	X	X
Terminology, Abbreviations & Definitions	X	X	X	X	X	X	X	X	X	X

Recurrent Training

Recurrent Training is based on safety and quality relevant conclusions / experiences / changes resulting of evaluating of data gathered by the implemented Q-Assurance procedures.

Source	Responsibility for Training
Quality System Documentation Changes	Quality Manager
Feedback & Reports	Relevant Manager
Audits	Quality Manager
Management Evaluation	Accountable Manager
Quality goals / Company goals	Accountable Manager
Flight & FSTD Safety relevant Conclusions	Quality Manager

The responsible person decides about the form of training (e.g. hand out, class room training, email)

4.14 CONTROL OF DOCUMENTS

The results of the quality audit programme, in the form of completed Audit/Corrective Action Reports, are retained by the Quality Manager for at least 5 years. The purpose of this is to enable an analysis of any failure or trend to be undertaken by the Quality Team, as a result of persistent unsatisfactory performance.

Furthermore, records are documents sush as reports or data stating results achieved or providing evidence of activities performed.

To ensure an authorised and quick access to records, they have to be

- identified properly (at least: title, date of issue, author)
- systematically stored for the period required
- destroyed after storage period in a controlled manner

Document	Responsibility	Period of storage
Data evaluation of managers	Accountable Manager	5 years
Management evaluation report	Accountable Manager	5 years
Individual feedback reports	Q. Manager Head of training	5 years
Audit reports	Q. Manager	5 years
List of inspections performed	Q. Manager	5 years
Attendance records of Quality System training	Q. Manager	5 years
List of pending items	Accountable Manager Q. Manager	5 years
QTG-Run reports	FSTD Manager	5 years
Fly-out reports	FSTD Manager	5 years
FSTD Availability Report	Q. Manager FSTD Manager	5 years

5 FNPTII QUALITY PROCEDURES

5.1 General

This FNPT II MCC is a Synthetic Training Device, developed by ELITE Simulation Solutions and similar devices have been approved by many European Aviation Authorities. The generic models are based on following aircraft: MEP-Piper Seneca III.

The STD room is located at MEGARA Airport on the ground floor of GLOBAL Air Services facilities. The briefing facilities are located in the same and in neighboring room. The briefing facilities includes white board, projector, flip over and simulator mock- ups.

The necessary equipment (fire extinguisher, fire warning system and first aid pack) are easily reachable within the room and up-to-date.

5.2 Documentation

Information to the user

The following documents are available for the STD:

- ✓ User Guide Book
- ✓ Quality Test Guide (QTG)
- ✓ Quality Manual (QM)
- ✓ Operation Manual (OM) and Training Manual (TM)
- ✓ Checklists

The above mentioned checklists are available in paper format in the simulator room and should be ready at hand near the instructor station.

STD Logbook

Simulator training shall be logged in the STD's logbook. Both the start and the ending of the Hobb's time shall be logged.

5.3 FNPT II Simulator

Responsibilities

5.3.1.1 The STD Manager

The STD Manager is responsible for the technical operation of the STD. He/she is responsible of maintaining a link between the organisation, the Authority and Elite Simulation, to cooperate with the CFI to incorporate important modifications and to run the day-to-day maintenance of the FNPT II as instructed by Elite Simulations.

5.3.1.2 The Quality Manager

The primary role of the Quality Manager is to verify, by monitoring activity in fields of SDT qualification, that the standards required by the Authority and other requirements set out in the Quality Manual, Operation Manual and Training Manual are being carried out. The Quality Manager is responsible to ensure that the Quality Assurance Programme is properly established, implemented and maintained.

Normal usage

Accountable Manager and Head of Training, or those he/she approves, authorises all training sessions according to the Training Manual.

Other use of the FNPT II, such as demonstrations, test use, internal staff training and event flights shall also be authorised by Accountable Manager and Head of Training as appropriate.

It is the responsibility of the users to make sure that the STD and the simulator room remain undamaged, intact and clean. Any problems have to be immediately reported to the STD Manager. Before leaving the simulator room, the instructor has to make sure that the STD has been shut down correctly.

Change of aeroplane types

The different masks and panels are labelled and shall be stored in designated areas in the simulator room. Only full time staff, CFI and instructors whom are trained in the configuration process, are allowed to change aeroplane types.

Maintenance

The STD Manager is responsible for the technical condition of the STD. Furthermore he/she will undertake all necessary repairs, clean-ups and solve smaller software issues. In case of very important and urgent problems and if the STD-Manager is not available any user or personnel can contact ELITE directly:

Telefon: (+41) 43 355 19 20, Email support@flyelite.ch

The STD Manager shall routinely check the STD's technical condition every second month. This check shall be logged in the STD logbook.

Support Agreement

The following components are part of the support agreement:

Support via telephone, hotline or e-mail (see above), availability of spare parts, annual system check, software updates, including description of update, half-yearly navigation database updates and remote access for maintenance work.

Updates

Should there be significant changes involving software updates, the STD Manager will request a CD-ROM update from Elite as arranged through the "Support Agreement".

QTG

The STD-Manager is in charge of the yearly necessary requalification test results. Due to the interchangeable configuration of the STD, these tests will be conducted every third months in a system which will give a minimum of 60 days to the expiry of the current qualification. The results are saved on the STD computer and shall be presented to the H CAA upon request.

Recertification

The Accountable Manager of GLOBAL Air Services is responsible for the yearly requalification process. He/she shall apply to the HCAA for a „Requalification" at least 60 days before expiry of the current qualification.

Personnel

1. Quality Manager: Markos Tsaktanis, phone: +302104110609.
2. STD Manager: Marios Samprakos, phone: +302296081154.

Simulator technical training and QTG test procedures training for the STD Manager will be given by Elite Solutions or any qualified person approved by Elite.

3. Chief Flight Instructor STD: Nikolaos Korkolis, phone: +302296081154.
4. Initial training of new instructors

Any instructor engaged/employed by GLOBAL Air Services shall receive initial standardisation training. The training will consist of:

- ✓ FNPT II MCC technical specifications and operations (correct start-up and shutdown of system, emergency procedures)
- ✓ SOP and checklists

- ✓ Training Manual and Operation Manual
- ✓ JAR-FCL requirements
- ✓ A half hour pass in the FNPT II as Pilot-In-Command
- ✓ A session in the FNPT II as an observer

Any other instructor from 3rd parties authorised by GLOBAL Air Servises to use the FNPT II shall show proof that he/she both know the FNPT II technical specifications and how to operate it. In the case where such 3rd parties are not familiar with the type of FNPT II, a short introduction/course consisting of FNPT II technical specifications and operation and a half hour pass as Pilot-In-Command shall be given the instructor or as outlined in any contract between GLOBAL Air Services and the 3rd party.

Recurrent training

Any instructor engaged/employed by GLOBAL Air Servises shall receive refresher training once a year. The training will consist of:

- ✓ FNPT II MCC technical specifications – update
- ✓ SOP and checklists – update
- ✓ Training Manual and Operation Manual – update
- ✓ JAR-FCL requirements – update
- ✓ A session in the FNPT II as an observer

Any area that on individual basis needs refreshing

5.4 FNPT II Availability

Introduction and fundamental concepts

The followings are intended to provide guidance material which will be helpful in providing the degree of STD reliability and availability consistent with their operational requirement.

Definitions

STD availability. The ratio of actual operating time to specified operating time.

STD failure. Any unanticipated occurrence which gives rise to an operationally significant period during which the STD does not used within the specified tolerances.

STD reliability. The probability that the specific installation operates within the specified tolerances.

Note.— This definition refers to the probability that the facility will operate for a specified period of time.

Mean time between failures (MTBF). The actual operating time of the STD divided by the total number of failures of this STD during that period of time.

Note.— The operating time is in general chosen so as to include at least five, and preferably more,STD failures in order to give a reasonable measure of confidence in the figure derived

STD reliability

Reliability is achieved by a combination of factors. These factors are variable and may be individually adjusted for an integrated approach that is optimum for, and consistent with, the needs and conditions of the particular STD environment and use of the STD according to Organization Operations manual and manufacturer user guide following the maintenance practices established by the manufacturer. For example, low levels of skill among maintenance personnel may be offset by providing equipment of high reliability.

The following formula expresses facility reliability as a percentage:

$$R = 100\, e^{-t/m}$$

where:

R = reliability (probability that the facility will be operative within the specified tolerances for a time

t, also referred to as probability of survival, Ps);

e = base of natural logarithms;

t = time period of interest;

m = mean time between facility failures.

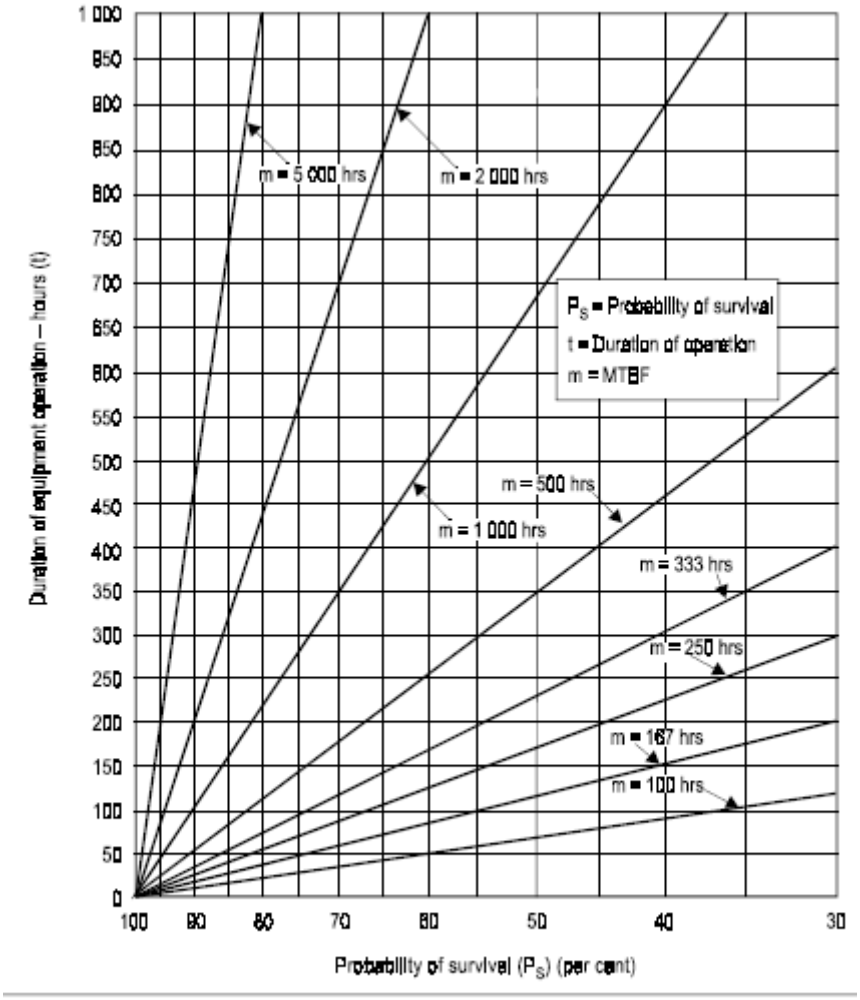


Figure F-1. Plot of $P_s = 100\ e^{-t/m}$

It may be seen that reliability increases as mean time between failures (MTBF) increases. For a high degree of reliability, and for operationally significant values of t, we must have a large MTBF; thus, MTBF is another more convenient way of expressing reliability.

Experimental evidence indicates that the above formula is true for the majority of electronic equipments where the failures follow a Poisson distribution (ICAO Annex 10)

At many installed STD's, MTBF values of 1000 hours or more have been consistently achieved. To indicate the significance of a 1000-hour MTBF, the corresponding 24-hour reliability is approximately 97.5 per cent (i.e. the likelihood of facility failure during a 24-hour period is about 2.5 per cent).

Figure F-1 shows the probability of facility survival, Ps, after a time period, t, for various values of MTBF.

Note.— It is significant that the probability of surviving a period of time equal to the MTBF is only 0.37 (37 per cent); thus, it is not assumed that the MTBF is a failure-free period.

It may be seen that adjustment of MTBF will produce the desired degree of reliability. Factors which affect MTBF and hence facility reliability are:

1. inherent equipment reliability;
2. degree and type of redundancy;
3. reliability of the serving utilities such as power and telephone or control lines;
4. degree and quality of maintenance;
5. environmental factors such as temperature and humidity.

Availability, as a percentage, may be expressed in terms of the ratio of actual operating time divided by specified operating time taken over a long period. Symbolically,

$$A = \frac{\text{Actual operating time (100)}}{\text{Specified operating time}}$$

For example, if a facility was operating normally for a total of 700 hours during a 720-hour month, the availability for that month would be 97.2 per cent.

Factors important in providing a high degree of facility availability are:

- ✓ facility reliability;
- ✓ quick response of maintenance personnel to failures;
- ✓ adequate training of maintenance personnel;
- ✓ equipment designs providing good component accessibility and maintainability;
- ✓ efficient logistic support;
- ✓ provision of adequate test equipment;
- ✓ standby equipment and/or utilities.

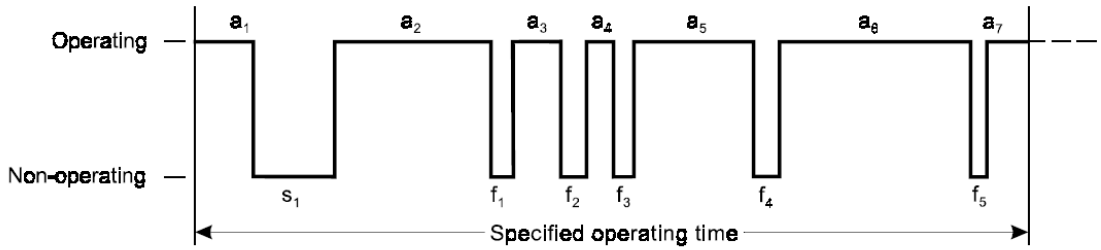
Practical aspects of reliability and availability

Measurement of reliability and availability

Reliability. The value that is obtained for MTBF in practice must of necessity be an estimate since the measurement will have to be made over a finite period of time. Measurement of MTBF over finite periods of time will enable Administrations to determine variations in the reliability of their facilities.

Availability. This is also important in that it provides an indication of the degree to which a facility (or group of facilities) is available to the users. Availability is directly related to the efficiency achieved in restoring facilities to normal service.

The basic quantities and manner of their measurement are indicated in Figure F-2. This figure is not intended to represent a typical situation which would normally involve a larger number of inoperative periods during the specified operating time. It should also be recognized that to obtain the most meaningful values for reliability and availability the specified operating time over which measurements are made should be as long as practicable.



Actual operating time = $a_1 + a_2 + a_3 + a_4 + \ldots + a_n$

a = operating period

Non-operating time = $s_1 + \ldots + s_n + f_1 + f_2 + \ldots + f_n$

s = scheduled shutdown period

f = failure period

Specified operating time = Sum of actual operating time and non-operating time

Figure F-2. Evaluation of facility availability and reliability

Using the quantities illustrated in Figure F-2, which includes one scheduled shutdown period and five failure periods, one may calculate mean time between failures (MTBF) and availability (A) as follows:

Let:

a1 + a2 + a3 + a4 + a5 + a6 + a7 = 5540 hours

s1 = 20 hours

f1 = 2½ hours

f2 = 6¼ hours

f3 = 3¾ hours

f4 = 5 hours

f5 = 2½ hours

Specified operating time = 5 580 hours

$$\text{MTBF} = \frac{\text{Actual operating time}}{\text{Number of failures}}$$

$$= \frac{\sum_{i=1}^{7} a_1}{5} = \frac{5540}{5} = 1108 \text{ hours}$$

$$A = \frac{\text{Actual operating time (100)}}{\text{Specified operating time}} = \frac{\sum_{i=1}^{7} a_i \times 100}{\sum_{i=1}^{7} a_i + s_1 + \sum_{i=1}^{5} f_i} = \frac{5540}{5580} \text{ x100= 99,3\%}$$

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APPENDIX 1 PRINCIPLES OF QUALITY AUDITING

1.1 Requirement

AMC FCL 1.055 defines the purpose of the Quality System as follows:

The implementation and employment of a Quality System should enable the FTO to monitor compliance with relevant parts of JAR–FCL, the Operations Manual, the Training Manual, and any other standards as established by that FTO, or the Authority, to ensure safe and efficient training.

1.2 Policy

This Procedure provides guidance and recommendations in respect of the accomplishment of quality audits in Global Air Services, either by the Quality Manager, or any other delegated auditor.

1.3 Responsibility

It is the responsibility of the Quality Manager to ensure that all auditors are familiar with the recommended auditing techniques described in this Procedure.

1.4 PROCEDURE

Background

Guide to Quality Systems Auditing defines a quality audit as follows:

"Quality Audit: A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are suitable to achieve objectives."

Note 1. Quality audits are carried out by staff not having direct responsibility in the areas being audited but, preferably, acting in co-operation with the relevant personnel.

Note 2. One purpose of the quality audit is to evaluate the need for improvement or corrective action. An audit should not be confused with "surveillance" or "inspection" activities performed for the sole purpose of process control or product acceptance.

Global Air Services defines an auditor as "A person who has the qualification and is authorised to perform all or any part of a quality systems audit".

Why is Auditing Necessary?

Quality audits are an essential element of the Quality Assurance function. The general objectives of quality audits are:

- ✓ To determine conformity or non-conformity of the quality system elements with specified requirements,
- ✓ To determine the effectiveness of the implemented quality system in meeting specified quality objectives,
- ✓ To afford an opportunity to improve the quality system.

An audit is a comparison of the way in which an operation is being conducted against the way in which the published procedures say it should be conducted. The various techniques that make up an effective audit are:

- ✓ Interviews or discussions with personnel,
- ✓ A review of published documents,
- ✓ The examination of an adequate sample of records,
- ✓ The witnessing of the activities which make up the operation; and
- ✓ The preservation of documents and the recording of observations.

Planning the Audit

Planning is vital to the success and effectiveness of any audit activity. The auditor must have a complete and clear understanding of the organisation's aims and procedures and must fully appreciate the terms of reference of the audit he/she is about to perform.

The auditor must have the support of higher management.

The auditor must be familiar with the nature of the work being undertaken and the controls and standards applicable to the activity being audited, together with the declared management and individual responsibilities. Typical methods of gaining familiarity with the organisation or areas / functions being audited, while also preparing for an audit, include:

- ✓ Tracing an order through the organisation from initial receipt to final accomplishment, identifying each of the stages accomplished in the process, including controls, planning, observance of limitations, flight preparation, aircraft acceptance, documentation and personal fitness for the flight, etc., until the full function of the organisation is understood, or,
- ✓ Tracing a completed maintenance event (e.g. a scheduled check or a rectified defect) through each stage, to the incoming order / occurrence in the reverse order to that given above.

Planning Activities.

The auditor should take into account the following approach to the task:

- ✓ What type of audit is to be undertaken?
  - o Facilities,
  - o Procedures,
  - o Flight Training,
  - o Ground Training,
  - o Maintenance Standards etc.
- ✓ Gather preliminary information.
- ✓ Develop check lists (if appropriate)
- ✓ Competence of the auditor.
- ✓ Arrange time of audit.
- ✓ Prepare audit plan.

Checklists.

Producing a Checklist aids planning, structures the audit and ensures a common approach. It helps to focus the auditor on the task at hand, but such lists can result in a rigid audit leaving no room for an investigative approach.

1.5 Conducting the Audit.

Opening Meeting.

The purpose of this meeting is to:

- ✓ Bring the different persons into contact with each other,
- ✓ Receiving a short summary from the auditor of the methods and procedures to be used in conducting the audit,
- ✓ Agreeing the methods of communication between the auditor and the personnel concerned,
- ✓ Confirming the arrangements for the closing meeting between the auditor and the persons responsible for the area/task/function subject to audit,
- ✓ Confirming the audit programme and clarifying unclear details.

Collecting Evidence.

The following should be examined when auditing:

- ✓ Documentation. (Manuals, specifications, procedures, records)
  - o Are all required documents available?
  - o Are documents complete and containing necessary information?
  - o Are documents fully identified, including revision and status?
  - o Are documents formally controlled?
- ✓ Aircraft. (Type, configuration, etc.) Equipment. (Measuring, Test, Inspection)
  - o Is it suitable for the task?
  - o Is it serviceable / calibrated?
  - o Is any maintenance due?
  - o Is it being used correctly?
  - o Is it properly equipped / identified?
- ✓ People.
  - o Is the person competent to carry out the task?
  - o Has the person been adequately trained?
  - o Are responsibilities clearly defined?
  - o Are attitudes acceptable?
- ✓ Materials. (Raw materials, components, sub-assemblies etc.)
  - o Are they the correct type, grade?
  - o Are they identified / traceable?
  - o Do they meet required standards?
- ✓ Process / Product. (Conduct of the Flight or a Maintenance activity)
  - o Have all of the required actions been carried out?
  - o Do any variations or limitations / concessions apply?
  - o Was the process (flight or training or maintenance task) carried out correctly?
  - o Were all of the required records made?

Audit methods and techniques.

Information gained through interview should be tested by acquiring the same information through other, independent sources such as by physical observation, and records. All audit observations should be recorded.

- ✓ Forward trace; e.g. starting with an application form and ending with the completion of specific training,
- ✓ Backward trace; e.g. starting with the completion of a specific training or task and tracing back to the application form or applicant entry.

By linking a service-related audit (vertical route) with a competence audit (horizontal route) to create an audit "trail", using the product as the focal point, it is possible to quickly assess the effectiveness of the systems and processes in use.

Questioning techniques.

The auditor must be an effective communicator and to do this he/she must be both a good listener and a good questioner. Questions should be asked in such a way that a response is forced and a simple yes/no response is avoided. Although it must be assumed that responses are truthful they may be incomplete or tailored to what the person answering believes the auditor wishes to hear. The auditor should therefore always consider what lies behind an answer and what further questioning would be advantageous.

The qualities of an auditor lie in sensing when further questioning is needed and to do this without giving the impression of a cross-examination, and when to terminate a particular line of enquiry. This is the point where prior preparation or knowledge of the organisation, process or product becomes of particular value. Auditors should be inquisitive, analytical and objective while remaining courteous and constructive.

1.6 Analysis of Results.

The auditor must analyse the audit results and establish the following before presenting the final report:

- ✓ Is the deficiency an isolated error or a system breakdown?
- ✓ Is the person subject to the audit already aware of the problem?
- ✓ Has the deficiency been reported at previous audits?
- ✓ Can corrective action rectify the problem before the report is prepared and prevent further occurrences?

It should be remembered that the main purpose of the audit was to uncover any deficiencies in the operation of the organisation and failure to meet required standards. The findings then need to be judged and categorised according to their severity compared with what is supposed to be happening. Deficiencies and remedial action will be categorised as:

- ✓ LEVEL 1. Items directly affecting safe operation or airworthiness, which require immediate corrective action and a report to the Quality Manager within a period of 7 days;
- ✓ LEVEL 2. Items which affect the continuing approval of the organisation and require corrective action to the satisfaction of the Quality Manager within a longer period than for a Level 1 item but not more than 28 days;
- ✓ LEVEL 3. Items of a general nature included for completeness and information, to be corrected within 3 months.

In some cases the auditor may come across situations which are not entirely satisfactory but do not strictly constitute non-compliance with Quality System requirements. These may be recorded as OBSERVATIONS.

1.7 Reports and Corrective Action.

Closing meeting.

At the end of the audit a closing meeting should be held with the personnel responsible for the functions which have been audited.

The purpose of the meeting is to present and explain the audit findings so as to ensure that the relevant personnel clearly understand the audit results. The auditor should present observations taking into account

their critical significance and draw conclusions as to the degree of compliance with required standards and the quality system. A record should be kept of this meeting and the subjects discussed.

Audit / Corrective Action Report

The auditor has a responsibility for preparing the report which should contain only those findings declared at the closing meeting. If further non-conformity is uncovered during the preparation of the report it should be communicated to the organisation before publication of the report.

The report should comprise:

- ✓ Report identification,
- ✓ Nature and scope of the audit,
- ✓ Identification of the reference documents against which the audit was conducted (Operations manuals, Training Manual, JAA or HCAA directives, Maintenance manual)
- ✓ Audit observations, any non-conformities and supporting evidence,
- ✓ Corrective action agreed with the person responsible for the failure,
- ✓ Completion of the agreed corrective action, or details of any alternative action which was taken,
- ✓ Verification by the auditor that the failure has been properly addressed.

Corrective Action.

It must be clearly understood that the auditor has responsibility only for identifying the nonconformity. It is the responsibility of the audited person(s) to initiate the corrective action. The auditor may, however, suggest possible courses of action, which will help to promote the constructive role of the auditor.

In all cases where corrective action is necessary the organisation MUST define a clear intention for the corrective action, showing by whom it will be done and in what time period.

Follow-up Audits.

The final phase of any audit is to ultimately establish the results of all corrective actions. The persons concerned should notify the auditor when a corrective action is complete so that a follow-up audit may be undertaken if deemed necessary. (The need for a follow-up audit will depend on the nature of the non-conformity and could be incorporated in a future audit).

Inspections

An audit of a 'live' event may be conducted to ensure that correct procedures are followed. Examples are flight preparation, actual flight or ground training. This technique falls in the domain of an 'inspection' as it is a 'snapshot' of a procedure rather than a systematic audit.

Internal audits and inspections

The Quality System and aviation practice requires the completion of Organization audits which are separate from those conducted as part of the Quality Assurance Programmes. These will be conducted by the management of individual departments, or those delegated by them and who possess the necessary expertise. A report will be submitted to the Quality Manager on the internal report form of Appendix 3.

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APPENDIX 2 AUDIT SCHEDULE

No	Audit Subject	Program											
		Jan	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
1	**Quality system inspection**	√					√						
2	**Accident prevention and Flight safety program**		√						√				
3	**Station inspection**			√									
4	**Maintenance Progress & Airworthiness**							√					
5	**Aircraft Maintenance Accomplishment process-procedure**	√											√
6	**Flight Training**					√					√		
7	**Ground - Theoretical Training**				√							√	
8	**Organization operations -management and stuffing**		√							√			
9	**Synthetic Flight Training**			√								√	

FNPTII Re-qualification - quarterly tests

No	Audit Subject	Program											
According to Quality Guidance Test Manual		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
1.A.1	Normal climb all engines	√											
1.A.2	One engine inoperative (second segment) climb	√											
1.B.1	Stall Warning (actuation of stall warning device) CLIMB	√											
1.B.2	Stall Warning (actuation of stall warning device) APPROACH	√											
1.C.1	Engine acceleration Approach		√										
1.C.2	Engine deceleration Ground		√										
2.a.1	Column position vs. Force Cruise		√										
2.a.1	Column position vs. Force Approach		√										
2.A.2	Wheel position vs. Force Cruise		√										
2.A.2	Wheel position vs. Force Approach		√										
2.A.3	Pedal position vs. Force Cruise			√									
2.A.3	Pedal position vs. Force Approach			√									
2.A.3	Pedal position vs. Force Climb			√									
2.A.4	Pitch trim calibration indicated vs. computed Ground			√									
2.A.5	Alignment of power lever angle vs. selected engine parameter Ground			√									
2.B.1	Power change force Cruise or App				√								
	Power change dynamics Cruise or App				√								
2.B.2	Flap change force Climb and App					√							
	Flap change dynamics Climb and App					√							
2.B.3	Spoiler / speed brake change dynamics Cruise						√						
No	**Audit Subject**	**Program**											

According to Quality Guidance Test Manual		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2.B.4	Gear change force T/O and App						√						
	Gear change dynamics Climb and App							√					
2.B.5	Gear & flap / slat operating time T/O and App							√					
2.B.6	Longitudinal trim Cruise and Approach							√					
2.B.7	Longitudinal manoeuvring stability (stick force / g) Cruise and Approach or Landing							√					
2.B.8	Longitudinal static stability Approach								√				
2.B.9	Phugoid dynamics Cruise								√				
2.B.10	Short period dynamics Cruise								√				
2.C.1	Minimum control speed air T/O									√			
2.C.2	Roll response (rate) (see dutch roll) Cruise and Approach									√			
2.C.3	Roll overshoot or response to step input of cockpit roll controller Approach									√			
2.C.4	Spiral stability Cruise										√		
2.C.5	Engine inoperative trim Climb and Approach										√		
2.C.6	Rudder response Cruise and Approach										√		
2.C.7	Dutch roll (yaw damper off) Cruise and Approach										√		
2.C.8	Steady heading sideslip Cruise											√	
3.A.1	Pitch Cruise											√	

No	**Audit Subject**	**Program**											
According to Quality Guidance Test Manual		**Jan**	**Feb**	**Mar**	**Apr**	**May**	**Jun**	**Jul**	**Aug**	**Sep**	**Oct**	**Nov**	**Dec**
3.A.2	Roll Cruise											√	
3.A.3	Yaw Cruise											√	
4.A.1	Visual ground segment Approach												√
4.B.1	Runway definition, strobe lights, edge lights and approach lights Approach												√
4.B.2	Runway centreline lights Approach												√
4.B.3	Threshold and touchdown zone lights Approach												√
4.C.1	Airport runways and taxiways Approach												√
5.A	ENGINE AND PROPELLER SOUNDS All phases of flight												√
5.B	SIGNIFICANT AERODYNAMIC, GEAR, FLAPS AND TOUCH DOWN SOUNDS. All phases of flight												√

APPENDIX 3 QUALITY AUDIT / CORRECTIVE ACTION REPORT FORMS

Requirement

The Quality System should include a feedback system to the Accountable Manager to ensure that corrective actions are both identified and promptly addressed. The feedback system should also specify who is required to rectify discrepancies and non- compliance in each particular case, and the procedure to be followed if remedial action is not completed within an appropriate timescale.
The aim of monitoring within the Quality System is primarily to investigate and judge its effectiveness, and thereby to ensure that defined policy, operational, and maintenance standards are continuously complied with. Monitoring activity is based on quality inspections, audits, corrective action and follow-up. The operator should establish and publish a quality procedure to monitor regulatory compliance on a continuing basis. This monitoring activity should be aimed at eliminating the causes of unsatisfactory performance (AMC OPS 1.035 Sub-paragraph 4.8.1).
Any non-compliance identified as a result of monitoring should be communicated to the manager responsible for taking corrective action or, if appropriate, the Accountable Manager. Such non-compliance should be recorded for the purpose of further investigation, in order to determine the cause and to enable the recommendation of appropriate corrective action.

Policy

Deficiencies identified during any audit will be detailed on the Audit/Corrective Action Report Form. The form includes provision for the response of the responsible person, and is returned to the Quality Manager, when action has been agreed upon, for discussion by the Quality Team prior to closure and filing.
Any hazard that has the potential to cause damage or injury or that threatens the viability of the organisation has to be reported to get analysed, mitigated or eliminated to finally increase our level of safety. Hazards and incidents shall be reported if it is believed that:

- something can be done to improve safety;
- other aviation personnel could learn from the report; or
- the system and its inherent defences did not work as expected.
- **If in doubt report it!**

Responsibility

All responsible persons must ensure that Quality Audit / Corrective Action Reports are satisfactorily resolved. It is not the responsibility of the Quality Manager to achieve resolution but it is his responsibility to ensure that the action taken is adequate and likely to ensure future satisfactory performance. Corrective action must be positive and contribute to a permanent solution of the identified problem.

PROCEDURE

The Quality Audit / Corrective Action Report Form is a composite Form used to record the details of an audit and to bring any observations to the attention of the person responsible for the particular Facility, Procedure or Standard. The Form allows for the inclusion of the corrective action taken and for the report to be closed when it is confirmed that the required action has been taken.

Part 1. Audit Details.

The details to be recorded are self explanatory except for the "Nature and Scope of Audit". This part of the Form should be used to record the function, activity, procedure, aircraft, flight, etc., being audited and the way in which the audit was carried out (e.g. 10% inspection, limited activity inspection, sample check etc). It must be quite clear to the person receiving the report, which areas and what subjects have been audited and to what depth.

Part 2. Observations.

As a general rule only one discrepancy or "quality failure" should be shown in each line in the report but it is acceptable to include several related items if action is likely to be similar or cross-related.

Part 3. Corrective Action Details.

In this part the intended corrective action is entered, in consultation between the person responsible and the auditor if this is possible without delaying the report, and a completion date is agreed and entered.
Response Period. (Agreed completion date)

The auditor should discuss an appropriate response period with the person responsible for the audit subject. Typical response periods may vary from "prior to any further work taking place", to "7 days" or "28 days" etc. A response should always be aimed for within 28 days.

Where periods required to resolve a discrepancy are in excess of 28 days (e. g. in the case of lead times for ordering equipment or materials or for booking tests and examinations) the report should be reviewed by the responsible person and the Quality Manager, at 28 day intervals, and the period for correction may be extended, if justified. The Accountable Manager must be made aware of such items.

Part 4. Completion of Action.

When the corrective action has been taken, this part of the Form is completed by the responsible Manager. In the event that the eventual corrective action differs from that initially agreed, details of the actual action should be given on the report. The reverse of the report may be used to give more detail for ANY part of the Form.

Part 5. Verification of Action Taken.

Prior to closing the report the Quality Manager should discuss the outcome with the auditor who initiated the report, and close the report only when it is mutually agreed that the action taken has been satisfactory. If there is any doubt as to the adequacy of the response, the Quality Manager should re-open the report with the responsible person, to achieve an ultimately satisfactory response.

GENERAL

The Accountable Manager may re-open a report if he considers that the action taken is inadequate.

ATTACHMENTS

Audit / Corrective Action Reports

QUALITY ASSURANCE AUDIT REPORT OPERATIONAL AUDIT (Action copy / Temporary file copy)	

DATE OF AUDIT:		Report No:		Auditor	
TO:				(Responsible Manager)	
PART 1a - A Quality Assurance Audit has been carried out as follows:					
Type of audit:				Scheduled / Special	
Aircraft:		Commander:			
Other details:					

The following non-conformities were observed: -

		Responsible Manager	Relevant requirement, FCL, AMC/IEM, Operations Manual, Quality Manual
1			
2			
3			
4			
5			
6			

The following observations were made: -

		Responsible Manager
1		
2		
3		
4		
5		
6		

Signature: ..... Name: ... . (Auditor) Date .....

PART 1b - The following recommendations are made: -			
No	RECOMMENDATIONS RESULTING FROM NON-CONFORMITIES	Manager	Timescale
1			
2			
3			
4			
5			
No	RECOMMENDATIONS RESULTING FROM OBSERVATIONS	Manager	Timescale
1			
2			
3			
4			
5			

PART 1c. Request for corrective action

1. Please take action to correct the non-conformities and/or observations noted above and advise the Quality Manager by completing the reply section of this Form.
2. Please contact me if you need to discuss the contents of this report.
3. Action to resolve these non-conformities and/or observations should be completed within the timescale shown above.

Signature: ..... Name: ..... (Quality Manager) Date .....

PART 2 – Reply by Responsible Manager:

Signature: .....Name..... ..... Date:.....

PART 3 - Follow up action - Quality Manager comments:

Signature: .....Name: ..... (Quality Manager) Date:.....

PART 4 - Report closure when action complete

Report closed

Signature: ..... Name:..... (Quality Manager) Date: .....

PART 5 - Accountable Manager's comments:

Signature: ..... Name:. ..... (Accountable Manager) Date: .....

Please return this report to the Quality Manager

QUALITY ASSURANCE AUDIT REPORT MAINTENANCE AUDIT (Action copy / Temporary file copy)	

DATE OF AUDIT:		Report No: (QM to assign)		Auditor	

PART 1a - A Quality Assurance Audit has been carried out as follows:

Type of audit:		Scheduled / Special	
Maintenance organisation(s) (if applicable)		Supplier(s) (if applicable)	
Other audit details:			

The following non-conformities were observed: -

		Responsible Manager	Relevant requirement, FCL, Training Manual, Operations Manual, Quality Manual, Organization procedure etc.
1			
2			
3			
4			
5			
6			

The following observations were made: -

1	
2	
3	
4	
5	
6	

Signature: ..... Name: ..... (Auditor) Date .....

PART 1b - The following recommendations are made:		
No	RECOMMENDATIONS RESULTING FROM NON-CONFORMITIES (* Quality Manager to insert timescale for completion of corrective action)	Action timescale*
1		
2		
3		
4		
5		
No	RECOMMENDATIONS RESULTING FROM OBSERVATIONS	
1		
2		
3		
4		
5		

PART 1c. Request for corrective action

1. Please take action to correct the non-conformities noted above and advise the Quality Manager by completing the reply section of this Form.
2. Please contact me if you need to discuss the contents of this report.
3. Action to resolve these Non-Conformities should be completed within the timescale shown above.

Signature: ..... Name: ..... (Quality Manager) Date .....

PART 2 - Reply by Responsible Manager:

Signature: ..... Name: ..... Date: ..... Appointment: .....

PART 3 - Quality Auditor's comments (required unless Quality Manager accepts Responsible Manager's reply in full):

Signature: ..... Name: ..... Date: ..... Appointment: .....

PART 4 - Follow up action - Quality Manager comments:

Signature: ..... Name: ..... (Quality Manager) Date: .....

PART 5 - Report closure - Report closed

Signature: ..... Name: ..... (Quality Manager) Date: .....

PART 6 - Accountable Manager's comments:

Signature: ..... Name:.....(Accountable Manager) Date: .....
Please return this report to the Quality Manager

INTERNAL AUDIT REPORT (AUDITOR NOT IN QUALITY DEPT)	

TO:	Quality Manager	FROM: (Internal auditor)	Name ..... Appointment.....

DATE OF AUDIT:		Report No: (allocated by Quality Manager)	

PART 1 - An internal audit has been carried out as follows:	
Type of audit:	
Audit details:	
The following deficiencies were observed: -	
1	
2	
3	
4	
5	

Signature: ..... Name: ..... Date .....

NB: The Quality Manager will categorise the above deficiencies as Non-Conformities or Observations and bring them to the attention of the Responsible Manager

TO:				(Responsible Manager)	
PART 2 - An internal Quality Assurance Audit has been carried out as follows:					
Type of audit:		Date of audit:		Internal auditor	
Other details:					
The following non-conformities were observed: -					
1					
2					
3					
4					
5					
6					

The following observations were made: -	
1	
2	
3	
4	
5	

1. Please take action to correct the non-conformities and/or observations noted above and advise the Quality Manager by completing the reply section of this Form.
2. Please contact me if you need to discuss the contents of this report.
3. Action to resolve these non-conformities and/or observations should be completed within the timescale shown above.

Signature: ..... Name: ..... (Quality Manager) Date .....

PART 2 - Corrective action

Signature: .....Name ..... Date: .....
(Responsible Manager)

PART 3 - Quality Manager's comments:

Signature: ..... Name: ..... (Quality Manager) Date: .....

Accountable Manager's comments:

Signature: ..... Name:.....(Accountable Manager) Date: .....

PART 4 - Report closure when action complete
Report closed

Signature: ..... Name: ..... (Quality Manager) Date: .....

SAFETY CONCERN / SUGGESTION FOR CHANGE IN PROCEDURES	

TO:		FROM:	(Print name) *	JOB TITLE:	*

* These details may be omitted if the reporter wishes to remain anonymous

Report No:		(Allocated by Quality Manager)	DATE:	

I have identified areas which may have an adverse influence on operational safety levels within the Organization as follows:

I have identified areas where changes to procedures may have a beneficial SAFETY influence on Organization operations as follows:

Signature: .....*
Name:.....*
* These details may be omitted if the reporter wishes to remain anonymous

Corrective action by Responsible Manager:

Signature: ..... Name: ..... Position ..... Date: .....
Please pass report to Quality Manager

Quality Manager's comments with further action if required:

Report to be passed to Accountable Manager

Accountable Manager's comments with further action if required:

Please pass report to Quality Manager

Feedback to reporter: Signature: ..... Name: ..... (Quality Manager) Date: .....
Quality Manager's further comments: Signature: ..... Name: ..... (Quality Manager) Date: .....
Accountable Manager's comments: Signature: ..... Name: ..... (Accountable Manager)……Date: .....
PART 4 - Report closure when action complete Report closed Signature: ..... Name: ..... (Quality Manager) Date: .....

APPENDIX 4 AUDIT CHECKLISTS

1	QUALITY SYSTEM INSPECTION
2	ACCIDENT PREVENTION AND FLIGHT SAFETY PROGRAM
3	STATION INSPECTION
4	MAINTENANCE PROGRESS & AIRWORTHINESS
5	AIRCRAFT MAINTENANCE ACCOMPLISHMENT PROCESS-PROCEDURE
6	FLIGHT TRAINING
7	GROUND - THEORETICAL TRAINING
8	ORGANIZATION OPERATIONS -MANAGEMENT AND STAFFING
9	SYNTHETIC FLIGHT TRAINING
10	EVALUATION REPORT FNPT II

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1. QUALITY SYSTEM INSPECTION

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
ACCOUNTABLE MANAGER	Has the Accountable Manager displayed commitment to Quality Policy Statement?				
	Has the Accountable Manager provided appropriate financial resources when required for the Quality System to meet HCAA standards?				
	Has the Accountable Manager fulfilled his responsibilities regarding the frequency, format and structure of the management evaluation?				
	Has a formal written Quality Policy statement been established, included in the Quality Manual and signed by the Accountable Manager?				
QUALITY MANAGER	Is the Accountable Manager familiar with the Organization's Quality System?				
	Has the Quality Manager adequately monitored the procedures in place to ensure safe operational practices (and airworthy aircraft)?				
	Has the Quality Manager had direct access to the Accountable Manager when desired?				
	Has the Quality Manager had access to all parts of operations, including subcontractors?				
	Has the Quality Manager verified that responsible managers have taken corrective actions on findings within time limit set?				
	Has the Quality Manager monitored the implementation of the corrective actions?				
	Has the Quality Manager provided management an assessment on the corrective actions, implementation and completion?				
	Does the QM have overall responsibility and authority to: a) verify that standards are met and b) ensure that the Quality Assurance Programme is established, implemented and maintained?				

AREA	ITEM	RESULTS			
		NA	S	U	N°
QUALITY SYSTEM	Has the Quality Manager evaluated the effectiveness of the corrective actions by follow ups?				
	Has the Quality Manager, in his opinion, received adequate funding for system implementation?				
	Does the Quality System include the following as a minimum: a. Monitoring of compliance with required technical standards b. Identification of corrective actions and person responsible for rectification c. Feedback system to Accountable Manager to ensure corrective action are promptly addressed d. Reporting of significant non compliances to the Authority e. A Quality Assurance Programme to verify continued compliance with applicable requirements, standards and procedures				
RESPONSIBILITIES	Were the number of inspections and audits adequate to cover the scope of the operation?				
	Does the Quality System adequately monitor the compliance with FCL, the Organization's manuals and any other standards specified by the operator or HCAA? (determined by comparing findings of HCAA to Organization Quality System Findings)				
	Is there any evidence that Accountable Manager, Quality Manager, Post Holders, Auditors are not carrying out their responsibilities as outlined in the Quality Manual/Chapter.				
QUALITY ASSURANCE PROGRAM	Did the Audit conducted cover all the JAR-FCL requirements and additional requirements from the HCAA and the Operator?				
	Was the published Audit Schedule followed?				
	Were specific quality inspections as well as audits conducted?				
	Were any undesirable trends identified? If so were follow-up audits conducted verify implementation of corrective action?				
	Were any unscheduled audits or inspections conducted for problem areas?				
	Were all non-compliances communicated to the manager responsible for taking corrective action?				
	Has the manager of the department where the finding was issued carried out his responsibility in implementing the corrective action?				
	Were all of the Organization's published quality procedures followed in regards to any non-compliance/finding?				
	Were subcontractors audited in accordance with the Organization's Quality Assurance programme?				
	Were any findings not allocated an appropriate time frame for corrective action in relation to their seriousness?				

AREA	ITEM	RESULTS			
		NA	S	U	N°
MANAGEMENT EVALUATION	Has the Management evaluations/reviews of the quality system occurred at the documented time intervals?				
	Was the published format and structure of the Management evaluation followed?				
	Was the outcome of the evaluation appropriate in determining the effectiveness of the management in achieving the quality objectives?				
	Were any recommendations submitted in writing to responsible managers? If so was it determined, by subsequent review, that no further non-compliances occurred in this area?				
TRAINING	Have the persons responsible for managing the Quality System received initial formal quality training?				
	Was the quality training above conducted by a recognized institution or conducted by appropriately qualified persons?				
	Were the Auditors given appropriate training in relation to their function and duties?				
	Have all Organization personnel received well planned and effective quality briefings?				
ACCIDENT PREVENTION AND FLIGHT SAFETY PROGRAM	Link with the Quality System: Has the Quality Manager monitored the effectiveness of the corrective actions identified by the Accident Prevention and Flight Safety Program.?				
	Has the person responsible proposed any corrective actions as required?				
	Is the Organization's occurrence reporting scheme being implemented?				

AREA	ITEM	RESULTS			
		NA	S	U	N°
RECORDS	Audit schedules				
	Inspection and audit reports: consistency with audit schedule. Reports properly filled and documented.				
	Responses to findings: definition of the corrective action. Responsibility assigned.				
	Corrective action reports: approval by the QM. Feedback to the Accountable Manager (resources). Level defined. Schedule for corrective actions.				
	Follow up and closure reports: monitoring of the corrective actions. Follow up audit.				
	Management evaluation reports: Agenda. Conclusions. Effective documentation of the decisions.				
	Training records up to date (Managers, Auditors)				
HCAA INSPECTIONS	Has the operator's Quality System identified all (or any) of the HCAA audit findings from the annual review or interim inspections?				

COMMENTS

INSPECTOR(S) SIGNATURE(S):

2. ACCIDENT PREVENTION AND FLIGHT SAFETY PROGRAM

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
FLIGHT SAFETY OFFICER (or person appointed for managing program)	Specifically appointed for the task?				
	Recommended training (Human factors, Risk analysis, Quality techniques)				
	Adequate background and Training?				
	Receiving adequate funding from management?				
FLIGHT SAFETY CULTURE	Achievement and maintenance of the risk awareness: specific programme in OPS Manual implemented?				
	Dissemination of applicable information (leaflets, posters, briefings…)?				
RISK ANALYSIS FOR SPECIFIC OPERATIONS	Identification of hazards (seriousness/frequency)				
	Actions to reduce the probability of occurrence?				
	Evaluation of the consequences?				
	Actions to reduce the consequences?				
PROGRAM ACTIVITY	Internal reporting scheme (accidents, incidents, occurrences) documented?				
INTERNAL (REACTIVE)	Anonymous reporting scheme (protection of the identity) implemented?				
	Information above gathered into a database?				
INTERNAL (PROACTIVE)	Periodic and systematic observation of flights (or performed by Quality System)?				
	Interviews of personnel for determination of safety program awareness/improvements?				
	Standardization meetings - Safety committees				
EXTERNAL	Verify any reportable occurrences have been submitted to HCAA				
	Any Exchange of information between operators (Data Exchange Programme)?				
	Safety publications, flight magazines, books, internet information collected/disseminated?				

AREA	ITEM	RESULTS			
		NA	S	U	N°
ANALYSIS	Any Internal investigation (following a report)?				
	Trend analysis (Database information)?				
	Determination of the direct and indirect causes?				
CORRECTIVE ACTIONS	Any Findings and recommendations from the flight safety officer available?				
	Implementation of corrective actions?				
	Follow up of effectiveness of corrective actions by the Quality Manager?				
FLIGHT SAFETY RECORDS	Safety committee meetings, briefing plan, safety inspection reports... are filed?				
COMMENTS					
INSPECTOR(S) SIGNATURE(S):					

3. AIRPORT FACILITIES INSPECTION

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Personnel (Management and non Management)	Are station services, duties and responsibilities clearly defined and adequately overseen by the management?				
	• Dispatching				
	• Loading/Load Control				
	• Passenger Handling (when is applicable)				
	• Ground Handling (fuel, marshalling, parking, etc)				
	Are there adequate written procedures established for all Organization personnel's assigned duties?				
Facilities	Are there adequate facilities provided for the functions required?				
	• Dispatch/Flight Planning - flight plan (OP and ATC), weather briefing				
	• Crew Briefing and rest areas				
	• Communications - Tel, fax				
	• Transportation				
Documentation	Are the stated Organization manuals readily available?				
	Are the manuals in good condition?				
	Are the manuals up to date?				
	Is the system for manual amendment working?				

AREA	ITEM	RESULTS			
		NA	S	U	N°
Operational Control	Are there adequate procedures/communications in place to ensure adequate operational control as described in the OM?				
	Are there dispatch procedures written and followed for dispatching in regards to:				
	• Crew reporting times				
	• Pilot flight & weather briefings				
	• Maintenance status				
COMMENTS					
INSPECTOR(S) SIGNATURE(S):					

4. MAINTENANCE PROGRESS & AIRWORTHINESS

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
MAINTENANCE PROGRESS & CONTINIOUS AIRWORTHINESS	Time of utilization of the aircraft				
	Check of time remaining on time limited components of the aircraft				
	Check the currency of the Airworthiness Certificates of the Aircraft and the time remaining				
A/C MAINTENANCE DOCUMENTS – MAUALS, LOGS, RECORDS	Aircraft technical logbooks for complete an d correct entries				
	Agreement with total time of aircraft entered in the logbook				
	Check the technical files of the Department for completion and updating				
	Check completion of the applicable MMEL/MEL per aircraft				
	Check the entries in the Carry Forward Form attached in the A/C Technical Logbooks				
	Cross check the entries made in the Carry Forward Form with the MMEL/MEL and determine continued airworthiness of the aircraft				
	Check that the entries made in the Technical logbook of the aircraft have been made and properly signed by the qualified Maintenance Engineer of the trade involved				
	Verify that all the documents relevant to the Maintenance Stores are current and updated				
	Verify that all the documents to the Maintenance Stores are properly marked and tagged				
	Verify that all the documents to the Maintenance Department-organization/ subcontractor are properly filled				
	Verify that all documents from the H.C.A.A and other Authorities to the F.T.O are properly filled				

COMMENTS

INSPECTOR(S) SIGNATURE(S):

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5. AIRCRAFT MAINTENANCE ACCOMPLISHMENT PROCESS-PROCEDURE

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Stores-offices	Check the aircraft spare parts stores area for cleanliness and condition				
	Check that all the time limited components of the aircraft in the stores area are kept in accordance with he requirements of the Authorities				
	Check that the entries in the Stores Logbook of Incoming and Outgoing parts are current and updated				
	Check that all scrapped and time expired components are placed in a separate area in the Maintenance stores and properly marked and tagged				
Aircraft Maintenance Accomplishment process & procedure	Check components registered in the Type Certificate of the aircraft and verify installation of the aircraft				
	Check that Revisions published by the Aircraft Manufacturer have been properly incorporated in the Illustrated Parts Catalogues				
	Check compliance with the Scheduled Maintenance Programme of the aircraft				
	Check all the emergency equipment of the aircraft for availability and time remaining as applicable				
	Check the Aircraft Maintenance area for condition and freedom from F.O.D's				
	Check availability of and condition of the aircraft tie downs and flight control locks				
	Check that all fire extinguishers are serviceable and current				
	Check that all special tools and aircraft equipment are in good condition				
Aircraft Documentation	Are the aeroplanes Technical logbooks in order and updated?				
	Are all the aeroplanes documents in order and updated? ✓ Airworthiness certificate ✓ Registration ✓ Radio licences ✓ Operating manual ✓ Current W/B sheet ✓ Insurance				

AREA	ITEM	RESULTS			
		NA	S	U	N°
Tech. Library including AD's	Check the Technical Library of the Maintenance Department for completion				
	Check the Technical Library Publications for being updated				
	Check for timely implementation of applicable AD's, SB's				
	Check for time remaining for the implementation of AD's, SB's, as applicable				
	Check that all Revisions published by the Aircraft Manufacturer have been properly incorporated in the Maintenance Manuals				
	Check the corrective action taken to remedy discrepancies and malfunctions reported by the pilots during the operation of the aircraft				
	Determine that the corrective action taken to remedy discrepancies and malfunctions of the aircraft is in accordance with the requirements of the A/C Maintenance Manual				

COMMENTS

INSPECTOR(S) SIGNATURE(S):

6. FLIGHT TRAINING

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Pre Flight Documentation Preparation	NOTAMS Reception and evaluation				
	Weather Reception and evaluation				
	Weather Organization policy keeping				
	Pre-Flight briefing				
Flight Preparation	Documentation preparation				
	Flight Planning Organization policy keeping				
	Airplane performance calculation				
	Mass & Balance calculation				
	Airplane documentation check				
	Organization policy for refueling procedures				
	MEL Check				
	Pre-Flight procedures				
Start-up and Take-Off	Start-Up procedures				
	Taxi Procedures				
	Engine run-up and Pre-Take off procedures				
	Take-off and Climb				
Arrival and Post flight procedures	Descend procedures				
	Arrival procedures				
	Landing procedures				

AREA	ITEM	RESULTS			
		NA	S	U	N°
Post landing procedures	Shut down procedures				
	Airplane secure				
	Post flight documentation preparation and application				
Organization's Standardization Application	Compliance to Organization policy and standardization				
	Flight, duty, and rest time application				
	Uniforms				
	Keeping of Organization time schedule				
Flight Training	Lesson briefing				
	Student lesson preparation				
	Instructor lesson preparation				
	Qualifications of instructors				
	Flight training procedures according to syllabus				
	Instructor phraseology and teaching capabilities				
	Lesson Debriefing – post flight critique				
	Student personal file completion				
	Ratio of students to instructors (6 to 1 or less)				
COMMENTS					
INSPECTOR(S) SIGNATURE(S):					

7. GROUND / THEORETICAL TRAINING

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Accommodation and Means of Training	Do the lecture rooms have: ✓ Adequate heating and ventilation ✓ Adequate equipment				
	Students number in class (not more than 12)				
	Are there adequate Theoretical Knowledge Instructors to complete the instruction in accordance with JAR-FCL 1				
	Do the Theoretical Knowledge Instructors have the appropriate experience in aviation				
	Is there adequate administrative support for the course?				
	Adequate bibliography for all teaching subjects				
Student's Records	Requirements for entry to training				
	Are records of individual student maintained?				
	Are records of individual exam results maintained?				
	Do the records of each student follow the same structure?				
Theoretical Training Schedule Application	Compliance syllabus standardization				
	Lesson Preparation				
	Keeping of Organization time schedule				
	Adequate number of exams and evaluations				
	Attendance sheet completion and comments for each lesson				

AREA	ITEM	RESULTS			
		NA	S	U	N°
Distance Learning	Do the students use appropriately the software of distance learning				
	The student's exams are submitting in a regular time intervals				
	Have the Instructional Standards and trend analysis been correctly monitored and remedial action taken where necessary?				
	Has the student's and Training Progress Standard been correctly monitored and remedial action taken where necessary?				
COMMENTS					
INSPECTOR(S) SIGNATURE(S):					

8. ORGANIZATION OPERATIONS -MANAGEMENT AND STAFFING

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Organization operations - Management and Staffing	Does the Organization still satisfy the Financial Resources requirements detailed in Appendix 1 to JAR-FCL 1.055 Paragraph 9?				
	Does the organization have the infrastructure to comply with the requirements of Appendix 1 to JAR-FCL 1.055 Para 28,29 ?				
	Does the Organization still satisfy the management and staffing requirements detailed in Appendix 1 to JAR-FCL 1.055 Paragraphs 10-13 ?				
	Does the Head of Training satisfy the requirements detailed in Appendix 1 to JAR-FCL 1.055 Para 14 ?				
	Does the Chief Flight Instructor satisfy the requirements detailed in Appendix 1 to JAR-FCL 1.055 Para 15 ?				
	Does the Chief Ground Instructor satisfy the requirements detailed in Appendix 1 to JAR-FCL 1.055 Para 19 ?				
	Have the Instructional Standards been correctly monitored and remedial action taken where necessary?				
	Are the amendment procedures adequate?				

COMMENTS

INSPECTOR(S) SIGNATURE(S):

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9. SYNTHETIC FLIGHT TRAINING

TYPE OF INSPECTION:		**OPERATOR:**
DATE:	**LOCATION:**	**QUALITY MANAGER:**
INSPECTOR(s):		**INSPECTION REF:**

AREA	ITEM	RESULTS			
		NA	S	U	N°
Session Preparation	The approval of the FNPTII is current				
	The last evaluation FNPTII report is without unaccepted findings				
	The instructor is sufficiently trained to the use of the FNPTII software and systems				
	All instruments and FNPTII systems are working properly for the purpose of the lesson according to the syllabus				
	The instructor is adequately prepared for the session				
	Pre-Flight procedures				
Start-up and Take-Off	Start-Up procedures				
	Taxi Procedures				
	Engine run-up and Pre-Take off procedures				
	Take-off and Climb				
Arrival and Post flight procedures	Descend procedures				
	Arrival procedures				
	Landing procedures				
	Post landing procedures				
	Shut down procedures				
	Airplane secure				
	Post flight documentation preparation and application				

AREA	ITEM	RESULTS			
		NA	S	U	N°
Organization's Standardization Application	Compliance to Organization policy and standardization				
	Flight, duty, and rest time application				
	Uniforms				
	Keeping of Organization time schedule				
Maintenance	Does the defined audit schedule cover the following areas, within each 12 month period? c. Maintenance procedures d. STD qualification level; e. Supervision f. STD technical status & Tech Log completion h. Defect deferral				
Flight Training	Lesson briefing				
	Student lesson preparation				
	Instructor lesson preparation				
	Qualifications of instructors				
	Flight training procedures according to syllabus				
	Instructor phraseology and teaching capabilities				
	Lesson Debriefing – post flight critique				
	Student personal file completion				
	Ratio of students to instructors (6 to 1 or less)				
COMMENTS					
INSPECTOR(S) SIGNATURE(S):					

FNPT II Evaluation Report

JAA STD/FSTD ID Code: AT-3A-1001

Aircraft Type and Variant: Generic MEP "PA 34"

Engine Version(s) simulated: Generic

1 Flight Simulator Characteristics
2 Evaluation Details
3 Supplementary information
4 Training, testing and checking considerations
5 Classification of items
6 Results
7 Evaluation team

This report is provisional. The conclusions presented are those of the evaluation team. The ACG head office reserves the right to change these after internal review. The qualification certificate finalises the evaluation report unless a modified report has been issued.

1. Flight Simulator Characteristics		
(a) STD Operator:	(b) Location:	
GLOBAL Air Services GR-FTO-002	MEGARA Airport LGMG	
(c) STD/ FSTD Identification:	(d) Simulator Manufacturer: Identification/ Serial number:	
AT-1A-1001	Elite Simulation Solutions S812 90-60096-C-3EX	
(e) First entry into service (Month/ Year):		
2/2009		
(f) Visual System (Manufacturer/ Type):	(g) Motion System (Manufacturer/ Type):	
GenView 1 channel non collimated projection 120 x 30° FoV	none	
Aircraft Type and Variant:		
Generic MEP "PA-34"		
(i) Engine Type(s):	Engine Instrumentation	Flight Instrumentation
Generic Piston	Generic	VOR-ILS(2), MKR(1), ADF(1) DME(1), GPS(1)

2. Evaluation details					
(a) Date of Evaluation:			(b) Date of Previous Evaluation:		
(c)Type of Evaluation:	Initial		Recurrent	Special	
(e) STD/FSTD Level recommended:					
JAR STD 3A/ FSTDA:	I:	II: **X**	II MCC:		
	I G:	II G:	II MCC G		
Technical Criteria Primary Reference Document:	MQTG				

3. Supplementary Information	
Organization Representative(s) (Main STD/ FSTD User, STD/FSTD Operator):	
FSTD Seats Available	1+1
Visual Databases Used	Generic
Specific Airfield	LGAV, LGTS, LGIR, LGKO, LGRP
Other	none

4. Training Testing and checking considerations					
CAT I RVR 550m DH 200ft:					
CAT II RVR 300m DH 100 ft:					
CAT III (lowest minimum):	RVR:		DH:		
LVTO:	RVR:				
Recency:					
Line Check:					
IFR-Training/ -Checks					
Type Rating					N/A
Proficiency Checks					
Autocoupled approach					N/A
Autoland / Rollout Guidance					N/A
ACAS I / II					N/A
Windshear Warning System / predictive Windshear					N/A
WX-Radar					N/A
HUD / HUGS					N/A
FANS					N/A
GPWS/ EGPWS					N/A
ETOPS Capability					N/A
GPS					YES

5. Classification of Items

UNACCEPTABLE

An item which fails to comply with the required standard and therefore affects the level of qualification or the qualification itself.
If these items will not be corrected or clarified within a given time limit (see: Note), the Austro Control GmbH may have to suspend, vary, restrict or revoke the STD/FSTD qualification.

RESERVATION

An item where compliance with the required standard is not clearly proven and the issue will be reserved for later decision.

UNSERVICEABILITY

A device which is temporarily inoperative or performing below its nominal level.

RESTRICTION

An item which prevents the full usage of the STD/FSTD according to the training, testing and checking considerations due to unusable devices, systems or parts thereof.

RECOMMENDATION FOR IMPROVEMENT

An item which meets the required standard but where considerable improvement is strongly recommended.

COMMENT

Self explanatory.

Note:

Details concerning the rectification schedule are to be found in ACJ No 2 to JARSTD/STD 1A.015

6. Findings

Subjective

A Unacceptable

1.

B Reservation

1.

C Unserviceability

1.

D Restriction

1.

E Recommendation for improvement

1.

F Comment

1.

Objective

A Unacceptable

1.

B Reservation

1.

E Recommendation for improvement

1.

F Comment

1.

7. Evaluation Team

Name	Position	Organisation	Signature

Signed by:

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