

 HELLENIC CAA	FSD/OPERATIONS SECTION INFORMATION BULLETIN	FSD/OPS/IB/8/2014
	For all GREEK AOC HOLDERS and AOC APPLICANTS	Revision 2 1/2/2016

Subject	Minimum Requirements for appointing managerial personnel
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SCOPE

An Operator to nominate a person to act as one of the managerial personnel as required by ORO.GEN.210 and ORO.AOC.135 of Regulation (EU) No 965/2012 shall have a minimum of requirements for this nomination to ensure the highest standards of safety.

In this context, HCAA to ensure that all operators maintain the highest possible level of safety (and also for standardization reasons) sets out the requirements of this IB.

Operators shall include these requirements into Company's Documentation.

Reason of amendment

Revision 1	-Linguistic changes -Addition of paragraph "K-Flexibility Provisions"
Revision 2	-Linguistic changes -Changes in the qualifications of all managerial personnel

A. Regulatory Requirements related to an Operators (managerial) Personnel

Regulation (EU) No 965/2012 sets Operator's requirements concerning the Personnel Requirements:

ORO.GEN.210 Personnel requirements

- (a) The operator shall appoint an accountable manager, who has the authority for ensuring that all activities can be financed and carried out in accordance with the applicable requirements. The accountable manager shall be responsible for establishing and maintaining an effective management system.*
- (b) A person or group of persons shall be nominated by the operator, with the responsibility of ensuring that the operator remains in compliance with the applicable requirements. Such person(s) shall be ultimately responsible to the accountable manager.*
- (c) The operator shall have sufficient qualified personnel for the planned tasks and activities to be performed in accordance with the applicable requirements.*
- (d) The operator shall maintain appropriate experience, qualification and training records to show compliance with point (c).*
- (e) The operator shall ensure that all personnel are aware of the rules and procedures relevant to the exercise of their duties.*

ORO.AOC.135 Personnel requirements

- (a) In accordance with ORO.GEN.210(b), the operator shall nominate persons responsible for the management and supervision of the following areas:*
 - (1) flight operations;*
 - (2) crew training;*
 - (3) ground operations; and*
 - (4) continuing airworthiness in accordance with Regulation (EC) No 2042/2003.*
- (b) Adequacy and competency of personnel*
 - (1) The operator shall employ sufficient personnel for the planned ground and flight operations.*
 - (2) All personnel assigned to, or directly involved in, ground and flight operations shall:*
 - (i) be properly trained;*
 - (ii) demonstrate their capabilities in the performance of their assigned duties; and*
 - (iii) be aware of their responsibilities and the relationship of their duties to the operation as a whole.*
- (c) Supervision of personnel*
 - (1) The operator shall appoint a sufficient number of personnel supervisors, taking into account the structure of the operator's organization and the number of personnel employed.*
 - (2) The duties and responsibilities of these supervisors shall be defined, and any other necessary arrangements shall be made to ensure that they can discharge their supervisory responsibilities.*
 - (3) The supervision of crew members and personnel involved in the operation shall be exercised by individuals with adequate experience and the skills to ensure the attainment of the standards specified in the operations manual.*

B. General

In order an AOC holder to nominate a person for a managerial position, a detailed file of the nominee qualifications and trainings will be submitted to the HCAA/D2 (Flights Standard Division) during the initial AOC certification, or at any changes of persons thereafter, along with a

detailed CV.

HCAA has the right to arrange an interview with the nominee in order to determine that all the requirements/criteria for his/her position are fulfilled.

C. Accountable Manager

An accountable manager, has the authority for ensuring that all activities can be financed and carried out in accordance with the applicable requirements and shall be responsible for establishing and maintaining an effective management system.

The above depict the importance of the role, by the means of the financial, managerial and compliance monitoring responsibilities, as an Accountable manager has a key role in safety. Therefore, Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as an Accountable Manager, he/she should satisfy the following minimum criteria/qualifications:

1. Appropriate management experience, preferably in a comparable organisation.
2. Appropriate seniority in the organization (The Accountable Manager should be at a level in the organization no lower than that which accepts direct reports from the rest nominated persons).
3. Adequate input into the determination of the operating budgets.
4. Autonomy in financing operations to the required standards (The nominee should be able to satisfy that he/she has an operating budget or financial control limit, and that he/she had a meaningful input into determining the size of the budget as requested by HCAA/D1/A).
5. Appropriate knowledge and understanding of the documents that prescribe safety standards and the AOC holder's Operation Specifications.
6. Appropriate knowledge and understanding of the requirements for competence of management personnel.
7. Appropriate knowledge and understanding of Quality/Compliance Monitoring Systems, related principles and practices, and the role of the Accountable Manager in Quality/Compliance Monitoring Systems.
8. Appropriate knowledge and understanding of the applicable EU safety regulations and any associated requirements and procedures current aviation legislation.

Pursuant to article 7 ("proof of good repute") of (EC) No 1008/2008, the applicant for the position of the Accountable Manager shall contact HCAA/D1 Division and provide them with the relevant documentation. HCAA/D2 will proceed to the review of his/her file only after receiving a letter of satisfaction from HCAA/D1.

D. Flight Operations Manager

Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as a Flight Operations Manager, he/she should satisfy the following minimum criteria/qualifications:

1. Practical experience and expertise in the application of aviation safety standards and safe operating practices.
2. Comprehensive knowledge of:

- (a) The applicable EU safety regulations and any associated requirements and procedures;
 - (b) The AOC holder's Operations Specifications; and
 - (c) The need for, and content of, the relevant parts of the AOC holder's Operations Manual
3. Familiarity with management systems, preferably in the area of aviation.
 4. Hold or have held a valid flight crew license and the associated ratings appropriate to a type of operation conducted under the AOC. In case the nominated person's license and ratings are not current, his/her deputy should hold a valid flight crew license and the associated ratings.
 5. Five (5) years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.

During an interview of a nominee for this position, the following are considered assets of a strong candidacy, but are not requirements:

- (a) Air Transport Pilot License issued or validated by an EASA State Member
- (b) Significant flight time experience as a Commander of a multi crew air transport aircraft for commercial purposes.

E. Training Manager

Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as a Training Manager, he/she should satisfy the following minimum criteria/qualifications:

1. Practical experience and expertise in the application of aviation safety standards and safe operating practices
2. comprehensive knowledge of:
 - (a) the applicable EU safety regulations and any associated requirements and procedures;
 - (b) the AOC holder's Operations Specifications; and
 - (c) the need for, and content of, the relevant parts of the AOC holder's Operations Manual
3. Familiarity with management systems, preferably in the area of aviation.
4. Five (5) years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
5. The nominated person or his/her deputy should be a current type rating instructor on a type/class operated under the AOC. The nominated person should have a thorough knowledge of the AOC holder's crew training concept for flight, cabin and when relevant other crew.

During an interview of a nominee for this position, the following are considered assets of a strong candidacy, but are not requirements:

- (a) Air Transport Pilot License issued or validated by an EASA State Member
- (b) Significant flight time experience as a Commander of a multi crew air transport aircraft for commercial purposes.

F. Ground Operations Manager

Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as a Ground Operations Manager, he/she should satisfy the following minimum criteria/qualifications:

1. Practical experience and expertise in the application of aviation safety standards and safe

operating practices.

2. Comprehensive knowledge of:
 - (a) the applicable EU safety regulations and any associated requirements and procedures;
 - (b) the AOC holder's Operations Specifications; and
 - (c) the need for, and content of, the relevant parts of the AOC holder' Operations Manual
3. Familiarity with management systems, preferably in the area of aviation.
4. Appropriate management experience, preferably in a comparable organisation.
5. Five (5) years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
6. Has a thorough knowledge of the AOC holder's ground operations concept.

G. Safety Manager

Safety Manager is responsible for coordinating the Safety Management System. This person may be the Accountable Manager or a person with an operational role within the operator.

Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as a Safety Manager, he/she should satisfy the following minimum criteria/qualifications (in addition to those in case he/she holds also another position):

1. Has a comprehensive knowledge of the applicable EU safety regulations and any associated requirements and procedures.
2. Has a thorough knowledge of the AOC holder's safety policy, safety management system and the relevant parts of the AOC holder' Manuals.
3. Five (5) years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
4. Has been trained in Safety Management Systems. Such training should cover the requirements of SMS, manuals and procedures related to the task, audit techniques, risk assessment techniques, reporting and recording.

H. Compliance Monitoring Manager

To ensure that the operator continues to meet the requirements of the current legislation, the Accountable Manager should designate a compliance monitoring manager.

Hellenic Civil Aviation Authority in order to be satisfied that candidate is qualified to act as a Compliance Manager, he/she should satisfy the following minimum criteria/qualifications:

1. Comprehensive knowledge of the applicable EU safety regulations and any associated requirements and procedures.
2. Have a thorough knowledge of the AOC holder's quality/compliance monitoring concept and the structure/content of the AOC holder's quality/compliance monitoring manual.
3. Five (5) years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.
4. Relevant training at the quality assurance systems and auditing techniques. Such training

should cover the requirements of compliance monitoring, manuals and procedures related to the task, audit techniques, reporting and recording.

I. Cabin Crew Manager

Even though regulations do not require the existence of the position of a Cabin Crew Manager in an Operator, the complexity of the operations may result in the necessity of such assignment. Thus, if an AOC holder decides to assign a person as a Cabin Crew Manager, the HCAA may decide to interview the candidate person. During an interview of a nominee for this position, he/she has to prove the good knowledge of Cabin Safety (procedures and regulations). In this context, the following are considered assets of a strong candidacy:

1. Valid cabin crew attestation and the relevant conversion training to the most complex type of aircraft of the AOC holder.
2. Comprehensive knowledge of:
 - (a) the applicable EU safety regulations and any associated requirements and procedures; (b) the structure and the content of the AOC holder's Operations Manual; and
 - (c) the AOC holder's Operations Specifications
3. Three (3) years of relevant work experience as an active crew member of which at least 6 months should be in an upgraded position (eg. SCCM, deputy cabin crew manager, etc)

J. Limitations

- For definition purposes of the limitations, an operator should be considered as complex when it has a workforce of more than 20 full time equivalents (FTEs) involved in the activity subject to Regulation (EC) No 216/20084 and its Implementing Rules and is not involved in "complex operations" (Specific Approvals etc). Theoretically, the smallest organisation that can be considered is the one-man organisation where all of the nominated posts are filled by the Accountable Manager, and audits are conducted by independent persons. HCAA, taking into account the current aviation situation in Greece and its peculiarities, considers all AOC holders operating certified by it as complex operators.
- A person may hold more than one of the nominated posts if such an arrangement is considered suitable and properly matched to the scale and scope of the operation.
- A person nominated by the holder of an AOC should not be nominated by another holder of an AOC, unless agreed with the HCAA.
- Persons nominated should be contracted to work sufficient hours to fulfil the management functions associated with the scale and scope of the operation.
- The acceptability of a single person holding several posts, possibly in combination with being the Accountable Manager, depends upon the nature and scale of the operation. The two main areas of concern is competence and an individual's capacity to meet his/her responsibilities. As regards competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one post. The complexity of the organisation or of the operation may prevent, or limit, combinations of posts which may be acceptable in other circumstances.
- The Compliance Monitoring Manager should not be one of the other persons referred to in

ORO.GEN.210 (b). In the case of a non-complex operator, this task may be exercised by the Accountable Manager provided he/she has demonstrated having the related competence. In the case the same person acts as Compliance Monitoring Manager and as Safety Manager, the Accountable Manager, with regards to his/her direct accountability for safety, should ensure that sufficient resources are allocated to both functions, taking into account the size of the operator and the nature and complexity of its activities.

- The area of ground operations, it may be acceptable for responsibilities to be split, provided that the responsibilities of each individual concerned are clearly defined.
- Furthermore, any change of a nominated person, shall be immediately notified to HCAA (following the relevant procedures for changes to management system), as well as, the procedures that will be used and the person that will be assigned to act as a successor, for the period of time needed until another qualified person will be nominated at HCAA's satisfaction.

K. Flexibility Provisions

If a nominated (by an Operator) person for one of the positions mentioned in paragraphs C-I above is not fulfilling some of the qualifications/criteria (for example he/she does not have a two years relevant experience), he/she could be acceptable by HCAA providing that these criteria/qualifications are not precisely stated as such in Regulation 965/2012 and its applicable AMC's, and

- a) The complexity of the Operator is such that a relief of that criterion could be considered manageable, and/or
- b) The Operator can prove that (providing a written assessment of the situation) has taken all the precautions and all the measures to counterpoise the relevant lack of qualifications, and/or
- c) The Operator can prove that it is difficult to find a full qualified person for that position.

In any case such relief should be handled in a very cautious way and be given sparingly by HCAA.

In this case, an interview of the nominated person shall be contacted during which the Head of the Section shall be present.

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καα*

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