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**Guidance for Persons Nominated as an AOC Accountable Manager**

**This Safety Notice contains recommendations regarding operational safety.**

Recipients are asked to ensure that this Safety Notice is copied to all members of their staff who may have an interest in the information (including any 'in-house' or contracted maintenance organisations and relevant outside contractors).

**Applicability:** All Part CAT Operators

**1. Introduction**

- 1.1 The Accountable Manager is a senior manager within an AOC company who is accountable to the Authority for maintaining safety standards required by regulation and additional standards specified by the AOC holder or applicant. He or she must have corporate authority for ensuring that all operations and maintenance system activities can be financed and carried out to the standard required. The Accountable Manager is required by Part ORO.GEN.210 to be acceptable to the Authority.
- 1.2 In the regulation of safety, the Accountable Manager is a key figure given that their influence on the standards of an AOC is significant. Therefore, the working relationship between the Authority and the Accountable Manager plays an important part in the regulatory oversight of an AOC. As part of the routine regulatory oversight programme, the Authority's Head of Flight Operations and Flight Crew Licensing Inspectorate will normally arrange an annual meeting with the Accountable Manager as part Annual Review of the company in order to discuss any issues associated with compliance levels and the safety management of the operation.
- 1.3 The purpose of this Safety Notice is to provide guidance to help the nominee prepare for the Authority's acceptance process in order to determine acceptability by providing an indication of the level of knowledge and understanding expected. The guidance also aims to describe the type of attitudes to regulation and safety management that the Authority wishes to encourage at Accountable Manager level.

**2. The Authority's Acceptance Process**

- 2.1 The Authority will normally invite the nominee for the position of Accountable Manager to a meeting to allow the Head of Flight Operations to make a decision on his or her acceptability for the role. The Authority's acceptance will be based on demonstrated knowledge of the applicable Regulations, an understanding of the role of the Accountable Manager and the standards required by the Authority of a Seychelles AOC holder.

2.2 The meeting will aim to confirm that the nominee has:

- appropriate seniority in the organisation;
- adequate input into the determination of operating budgets;
- autonomy in financing operations to the required standards;
- appropriate knowledge and understanding of the documents that prescribe safety standards;
- appropriate knowledge and understanding of the requirements for competence of management personnel;
- appropriate knowledge and understanding of Management System, related principles and practices, and the role of the Accountable Manager in the Management Systems;
- Appropriate knowledge and understanding on the Authority's obligations under the ICAO Convention as a State of Registry and State of Operator.

2.3 The nominee should bring their current CV to the acceptance meeting.

2.4 In smaller organisations the Accountable Manager may also be a nominated post holder and the meeting may cover both sets of requirements if the nominee so wishes. A completed Form 4 will be required for the nominated post holder element, but is not required for Accountable Manager acceptance.

2.5 It is in the interests of both the applicant and the Authority that the nominee for the position of Accountable Manager is well prepared for the meeting so that it becomes a formal confirmation that the required knowledge, understanding and orientation on safety management is in place. If the Accountable Manager is well prepared, future dealings with the Authority will be on the basis of assured mutual understanding of common aims, and will enable both organisations to avoid misunderstandings and wasted time and effort.

### **3.0 Guidelines**

#### **3.1 Seniority**

3.1.1 One would expect that the Accountable Manager would be at a level in the organisation no lower than that which accepts direct reports from the four nominated post holders for Flight Operations, Ground Operations, Training and the Maintenance System. The requirements in regards to the Compliance Monitoring System also stipulates direct reporting on the Compliance Monitoring Programmes and so a direct reporting line will be maintained by the Compliance Monitoring Manager to the Accountable Manager. Though the nominee will often be the Chief Executive, CEO, President, Managing Director, General Manager or similar title, it is not necessary for him/her to be the 'controlling mind' of the organisation. It is perfectly possible for an Accountable Manager to be answerable to and directed by another person or persons, and still retain the appropriate level of authority to ensure that activities are financed adequately and carried out to an acceptable standard. The nominee need not be the person who sets overall company policy or objectives.

3.1.2 The proposed organisation diagram, terms of reference and letter of appointment (if applicable) can be used to demonstrate seniority. Evidence of directorship or letters of appointment by Chairman's of Board of Directors, shareholders or owners detailing the explicit corporate authority for ensuring that all operations and maintenance system activities can be financed and carried out to the standard required would be desirable. The nominee should expect to discuss how the organisation will make decisions that significantly affect the operation, and his or her role in those decisions.

### 3.2 Budget

3.2.1 The nominee should be able to satisfy the Head of Flight Operations Inspectorate 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. The exact financial details need not be disclosed, but the Authority will need to be satisfied that governance exists, and is demonstrably appropriate to the scope of the operation. The nominee should be able to explain to the Head of Flight Operations Inspectorate why he/she believes that the budget is adequate to the circumstances, and show evidence that he/she has the funds at their disposal without reference to a higher authority. If necessary, a written statement to that effect from such higher authority may suffice.

### 3.3 Standards

3.3.1 The nominee will be requested to show he/she has a basic understanding of the standards required by:

The Civil Aviation (Safety) Regulations, 2017 and associated Directives

EASA Air OPS;

EASA Part FCL and

EASA Part-M.

3.3.2 This understanding is essentially high level, with particular reference to the nominee's own role in ensuring that standards are maintained. The nominee should have a sound knowledge of the requirements of EASA Part ORO that relate to the Accountable Manager and his/her function.

3.3.3 The nominee should also be able to demonstrate knowledge of the requirements related to the appointment of those persons within the organisation with designated responsibilities for standards under the relevant regulatory material.

For an AOC holder, such persons are:

- The nominated post holders required by Part ORO.210(b); and
- Those persons required by Part M.A.706(c) and (d).

3.3.4 The Authority will need to be satisfied that the nominee understands what the regulations require him/her to be responsible for, and can explain how the post holders have been selected and how their continuing competence will be monitored. The nominee should be prepared to explain the proposed policies on initial assessment and periodic review of managerial competence, and provision of training where a need is identified. Significant changes in operating environment or operational scope should be considered as possible review triggers as well as performance indicators (regulatory safety compliance levels established at the Authority's audits and annual reviews, closure of findings etc...).

#### 3.4 Compliance Monitoring System/Quality System

3.4.1 The Compliance Monitoring/Quality System is a primary management tool for assisting the Accountable Manager to measure compliance with requirements, and to make timely and effective changes, which may both improve safety and save money. The nominee should be able to demonstrate a sound knowledge of quality system principles and practices and how these are applied within his/her own organisation including, in particular, knowledge of his/her own role.

3.4.2 The Authority will need to be satisfied that the nominee:

- is committed to Compliance as a means for establishing and maintaining the required standards;
- understands his/her role in the organisation's Quality System(s) and the related requirements of EASA Part ORO and EASA Part-M;
- has established, published and practically endorses a Compliance Policy; and
- understands the purpose of the Management Evaluation meeting and his/her role in it, and carries out (or intends to carry out) effective Evaluation Meetings. The Evaluation Meeting is the Accountable Manager's opportunity to check that the tool is doing the job he or she wants it to do, and is adapted to current conditions.

3.4.3 The Head of Flight Operations and Flight Crew Licensing will seek confirmation that the nominee's attitude to Compliance is positive and not merely a matter of compliance with EASA Air OPS and EASA Part M requirements. It is essential that he/she understands the relative roles of the Accountable Manager and the Compliance Monitoring/Quality Manager(s) in the System(s). If an experienced Compliance Monitoring/Quality Manager is not available within the organisation to brief a nominee unfamiliar with EASA Air OPS and/or EASA Part M Quality Systems, the nominee should seek guidance in these matters from an external source.

#### 3.5 Safety Management System/Accident Prevention and Flight Safety Programme.

3.5.1 The nominee should be able to demonstrate a commitment to the management of safety and a sound knowledge of safety management system principles and practices where such a system operates within the organisation for which he/she is responsible including, in particular, knowledge of his/her own role. Where a formal Safety Management System does not operate, the nominee should understand his/her role in achieving compliance with Part ORO.GEN.200(a)(3).

3.5.2 The Head of Flight Operations and Flight Crew Licensing Inspectorate will need to be satisfied that the nominee understands the relationship between the Compliance Monitoring/Quality System and the Safety Management System or Accident Prevention and Flight Safety Programme. The nominee should be able to clearly describe the relationship between his/her roles in each system.

#### **4. Training**

- 4.1 The Authority requires that the nominee attends a formal Accountable Manager seminar prior to or shortly after nomination which in effect addresses the majority of the above mentioned issues. This training may be provided in-house where sufficient expertise is available or provided by external organisations such as the JAA-TO and UK CAA. More information can be obtained from:

<https://jaato.com/courses/2/>

<http://www.caainternational.com/site/cms/coursefinder.asp?chapter=134>

These programmes are usually one-two days in duration and are run approximately every two-three months.

- 4.2 The Authority requires that the nominee attends internal or external basic/awareness training relating to:
- EASA Air OPS
  - EASA Part M
  - Management Systems

These programmes are usually one-two days in duration and will allow the nominee to gain more familiarity and high level appreciation in the major requirements governing an AOC.

#### **5. Preliminary Consultations**

- 5.1 Prior to the assessment being made, the nominee should feel free to contact the Head of Flight Operations or Airworthiness of the Authority to clarify any queries that they have concerning the process and the subjects to be covered. The Authority will do its best to ensure that the nominee comes to the meeting ready to demonstrate the required knowledge and understanding.

#### **6. Queries**

- 6.1 Any queries as a result of this Safety Notice should be addressed to Head of Flight Operations and Flight Crew Licensing Inspectorate at the following e-mail address: [hfo@scaa.sc](mailto:hfo@scaa.sc)

#### **7. Cancellation**

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Head Flight Operations and Flight Crew Licensing Inspectorate