



GHANA
CIVIL AVIATION AUTHORITY

ADVISORY CIRCULAR AC 09-002

MANAGEMENT PERSONNEL REQUIRED FOR COMMERCIAL AIR TRANSPORT OPERATIONS

SECTION 1 POLICY & GENERAL INFORMATION

1.1 PURPOSE

This Advisory Circular (AC) is issued to provide information and guidance for AOC holders in the nomination of management personnel required for commercial air transport operations in compliance with the applicable Ghana Civil Aviation Directives (GCADs).

1.2 STATUS OF THIS ADVISORY CIRCULAR

This AC is an original issue and replaces AC 09-001 which has been cancelled.

1.3 APPLICABILITY

This AC is applicable to all AOC holders.

1.4 RELATED DIRECTIVES

The following Directives are directly applicable to the guidance contained in this advisory circular—

- GCADs Part 9, Subsection 9.2.2.2
 - Management personnel required for commercial air transport operations.

1.5 RELATED PUBLICATIONS

For further information on this topic, individuals, organizations and other entities are invited to consult the following publications—

- 1) International Civil Aviation Organization (ICAO)
 - ◆ Annex 1, Personnel Licensing
 - ◆ Annex 6, Operation of Aircraft
 - ◆ Annex 8, Airworthiness of Aircraft

Copies may be obtained from Document Sales Unit, ICAO, 999 University Street, Montreal, Quebec, Canada H3C 5H7

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1.6 DEFINITIONS, ABBREVIATIONS & ACRONYMS

A. The following definitions apply to this advisory circular:

B. The following abbreviations/acronyms are used in this advisory circular—

1) AD	–	Airworthiness Directives
2) AME	–	Aircraft Maintenance Engineer
3) AMO	–	Aircraft Maintenance Organization
4) AOC	–	Air Operator Certificate
5) ATA	–	Air Transport Association
6) ATP	–	Air Transport Pilot
7) CAMO	–	Continuing Airworthiness Maintenance Organization
8) CAT	–	Commercial Air Transport
9) CRM	–	Crew Resource Management
10) CV	–	Curriculum Vitae
11) DG	–	Dangerous Goods
12) EDTO	–	Extended Diversion Time Operations
13) FTL	–	Fight Time Limitations
14) GCAA	–	Ghana Civil Aviation Authority
15) GCADs	–	Ghana Civil Aviation Directives
16) GCAR	–	Ghana Civil Aviation Regulations
17) IATA	–	International Air Transport Association
18) ICAO	–	International Civil Aviation Organization
19) MCM	–	Maintenance Control Manual
20) OPC	–	Operator Proficiency Check
21) SMS	–	Safety Management System
22) TBO	–	Time Between Overhaul

SECTION 2 RESPONSIBILITIES OF NOMINATED PERSONNEL

- (1) The responsibilities of management related to current GCADs covering commercial operations should include at least the following five main functions:
 - (i) Determination of the operator's flight safety policy;
 - (ii) Allocation of responsibilities and duties and issuing instructions to individuals, sufficient for implementation of company policy and the maintenance of safety standards;
 - (iii) Monitoring of flight safety standards;
 - (iv) Recording and analysis of any deviations from company standards and ensuring corrective action;
 - (v) Evaluating the safety record of the company in order to avoid the development of undesirable trends.
- (2) Nominated persons are expected to satisfy the Authority that they possess the appropriate experience and licensing requirements specified below. In particular cases, and exceptionally, the Authority may accept a nomination which does not meet the requirements in full but, in this circumstance, the nominee should be able to demonstrate experience which the Authority will accept as being comparable and also the ability to perform effectively the functions associated with the nomination and with the scale of the operation.

SECTION 3 GENERAL REQUIREMENTS FOR ALL NOMINATED PERSONS

- (1) All nominated persons should possess practical experience and expertise in the application of aviation safety standards and safe operating practices including:
 - (i) Comprehensive knowledge of:
 - ◆ The applicable ICAO Annexes, and any associated requirements and procedures;
 - ◆ Current GCAA Directives covering commercial operations and any associated requirements and procedures;
 - ◆ The AOC holder's Operations Specifications;
 - ◆ The need for, and content of, the relevant parts of the AOC holder's Operations and Maintenance Control Manuals;
 - (ii) Familiarity with Management Systems, preferably in the area of aviation;
 - (iii) Appropriate management experience in a comparable organization; and
 - (iv) Five (5) years relevant work experience of which at least three (3) years should be from the aviation industry in an appropriate position.

SECTION 4 SPECIFIC REQUIREMENTS FOR REGULATORY NOMINATED PERSONS

4.1 DIRECTOR OF OPERATIONS / CHIEF PILOT

The nominated person or his deputy should hold a valid ATP License and the associated ratings appropriate to a type of operation conducted under the AOC and in compliance with the GCAD I.S 9.2.2.2 (d) and (e).

4.2 DIRECTOR OF SAFETY

The nominated person or his deputy should possess the following:

- 1) Full-time experience in aviation safety in the capacity of an aviation safety investigator, safety/quality manager or safety risk manager;
- 2) An extensive knowledge of Safety Management Systems (SMS) and have completed appropriate SMS training;
- 3) An understanding of risk management principles and techniques to support the SMS;
- 4) Experience implementing and/or managing an SMS;
- 5) Experience and qualifications in aviation accident/incident investigation and human factors;
- 6) Experience and qualifications in conducting safety audits and inspections.

4.3 DIRECTOR OF MAINTENANCE

The nominated person should possess the following:

- 1) Aircraft Maintenance Engineers Licence with 1 year in the capacity of returning aircraft to service.
- 2) Thorough knowledge with the organization's Maintenance Control Manual and other relevant maintenance documents.
- 3) Knowledge of the relevant sample of the type(s) of aircraft gained through a formalized training course.
- 4) Knowledge of Aircraft maintenance methods. (overhaul, repair, inspection and modification).

4.4 QUALITY MANAGER

The nominated person or his deputy should possess the following:

- 1) Relevant Quality Assurance System courses related to
 - ◆ Compliance monitoring and adequacy of procedures to ensure safe operational practices and airworthy aircraft.
 - ◆ Compliance monitoring which includes a feedback system to the Accountable Manager to ensure corrective action as necessary.

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- 2) Knowledge of Quality Management Unit to ensure that the Quality System is applied uniformly throughout the entire operation.
 - 3) Experience and qualification in conducting quality audits and inspections.

SECTION 5 SPECIFIC REQUIREMENTS FOR NON-REGULATORY NOMINATED PERSONS

5.1 FLIGHT CREW INSTRUCTOR

The nominated person or his deputy should possess the following:

- 1) Should be a current Type Rated Instructor on at least one type/class operated under the AOC.
- 2) Should have a thorough knowledge of the AOC holder's crew training concept for Flight, Cabin and when relevant other crew.

5.2 GROUND OPERATIONS MANAGER

The nominated person should have a thorough knowledge of the AOC holder's ground operations concept.

SECTION 6 HOLDING MORE THAN ONE NOMINATION

The acceptability of a single person holding several nominations, possibly in combination with being the Accountable Manager as well, will depend upon the nature and scale of the operation.

The two main areas of concern are:

- 1) Competence – candidate must fulfil all requirements for all nominations that operator applies for – no credits are allowed;
- 2) An individual's capacity to meet his/her responsibilities – each operator must declare minimum working hours for each nomination. Working hours shall be dependent upon the scale of the operation. Suggested working hours shall be elaborated in writing and presented to Authority for acceptance (together with an application). If minimum working hours dedicated to each nomination allows a single person to hold several nominations, the Authority shall accept such a nomination under the following conditions:

The capacity of an individual to meet his responsibilities;

- ◆ Sum of working hours shall not exceed 40 hours per week per person;
- ◆ For operators who employ 21 or more full time staff, a minimum of two persons are required to cover the four areas of responsibility.

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- ◆ For operators who employ 20 or less full-time staff, one or more of the nominations may be filled by the accountable manager.
 - ◆ The complexity of the organization or of the operation may prevent, or limit, combinations of nominations that may be acceptable in other circumstances.

SECTION 7 HOLDING NOMINATION IN MORE THAN ONE AOC HOLDER

- A. A person appointed as a nominated person by the holder of an AOC must not be appointed as a nominated person by the holder of any other AOC, unless acceptable to the Authorities concerned.

Holding Nomination in more than one AOC is acceptable under following conditions:

- 1) The operator must make arrangements to ensure continuity of supervision in the absence of nominated persons – to have nominated deputy.
- 2) Persons nominated as nominated persons must be contracted to work sufficient hours to fulfil the management functions associated with the scale and scope of the operation.
- 3) An individual's capacity to meet his/her responsibilities – each operator must declare minimum working hours for each nomination. Working hours shall be dependent upon the scale of the operation. Suggested working hours shall be elaborated in writing presented to the Authority for acceptance. If minimum working hours dedicated to each nomination allow single person to holding several nominations, that will be acceptable to Authority under following conditions:
 - ◆ The capacity of an individual to meet his responsibilities;
 - ◆ Sum of working hours shall not exceed 40 hours per week per person;
 - ◆ The complexity of the organization or of the operation may prevent, or limit, acceptance of nominations that may be acceptable in other circumstances.

- B. A person having been accepted as a nominated person in one AOC holder is not automatically acceptable for the same nomination with another AOC holder. Acceptance is always dependent on type of operation, area of operation, operation complexity, AOC holder size and the Authority holds the exclusive discretion for acceptance of each nominated person.

On the other hand, a person having a history of a nominated person in one AOC holder and nominated for the same nomination with another AOC holder may benefit from the previous experience and be accepted in a shortened acceptance procedure, if the Authority considers it appropriate.

SECTION 8 APPLICATION

The operator shall submit a request for acceptance of the nominated person. The request shall contain:

- ◆ GCAA Form 3A
- ◆ Candidate's detailed CV.
- ◆ Applicable diplomas and certificates to support the completed GCAA Form 3A.
- ◆ Any other document proving candidate's experience and expertise.

SECTION 9 EVALUATION

A. The Authority's acceptance will be based on:

- ◆ Fulfilling basic and specific requirements – evaluation of received documents.
- ◆ Interview - understanding of the role, duties and responsibilities as nominated person.
- ◆ Written examination - demonstrated knowledge of the applicable regulations and procedures (if applicable).

B. The Authority shall invite the candidate for the position of nominated person to an interview to allow the Authority make a decision on his or her acceptability for the role.

The interview will aim to confirm that the nominee has:

- ◆ Appropriate seniority in the organization.
- ◆ 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 compliance monitoring systems, related principles and practices, and the role of the nominated person in compliance monitoring systems.
- ◆ Comprehensive knowledge and understanding of safety management systems, related principles and practices, and the role of the in such systems.
- ◆ Comprehensive understanding of GCADs and current ICAO Annexes (1, 6, 8) covering commercial operations.

SECTION 10 WRITTEN EXAMINATION (IF DEEMED NECESSARY)

- 1) Candidate for nominated person shall undergo written examination which consists of open text questions reflecting GCADs knowledge and in-depth knowledge regarding area of responsibility.
- 2) The Authority has the right to call additional evidence of candidate suitability before deciding upon his acceptability, including background checks.

SECTION 11 ACCEPTANCE

If the candidate satisfies all requirements and GCAA decides that he/she is a suitable candidate for the position, GCAA shall sign Assessment Form 3A and inform Operator by sending the original Assessment Form 3A, stamped and signed. Operator shall submit revisions of applicable manuals with new management name(s).