



# Operator Organization

Competencies for a complex system

Folder 4

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# Competences for complex system



Health

Logistic

Training

Maintenance

Commercial

Regulations

Aeromedical

Law

Airworthiness

Economy

Management

Organization

Unions

Technology

Accounting

Infrastructures

IT

Cybersecurity

Safety

Human Factors

Personnell contract

Quality

Airports

Dangerous goods



# OPERATOR ORGANIZATION

AIR OPS - Operator responsibilities (ORO.GEN.110)

- a) The operator is responsible for the operation of the aircraft in accordance with Annex IV to Regulation (EC) No 216/2008, as applicable, the relevant requirements of this Annex and its air operator certificate (AOC) or specialised operation authorisation (SPO authorisation) or declaration.
- b) Every flight shall be conducted in accordance with the provisions of the operations manual.
- c) The operator shall establish and maintain a system for exercising **operational control** over any flight operated under the terms of its certificate, SPO authorisation or declaration.
- d) The operator shall ensure that its aircraft are equipped and its crews are qualified as required for the area and type of operation.
- e) The operator shall ensure that all personnel assigned to, or directly involved in, ground and flight operations are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the operation as a whole.
- f) The operator shall establish **procedures and instructions for the safe operation** of each aircraft type, containing ground staff and crew member duties and responsibilities, for all types of operation on the ground and in flight. Those procedures and instructions shall not require crew members to perform any activities during critical phases of flight other than those required for the safe operation of the aircraft. Procedures and instructions for a sterile flight crew compartment shall also be included.

**OPS System  
documented in OPS  
Manual**

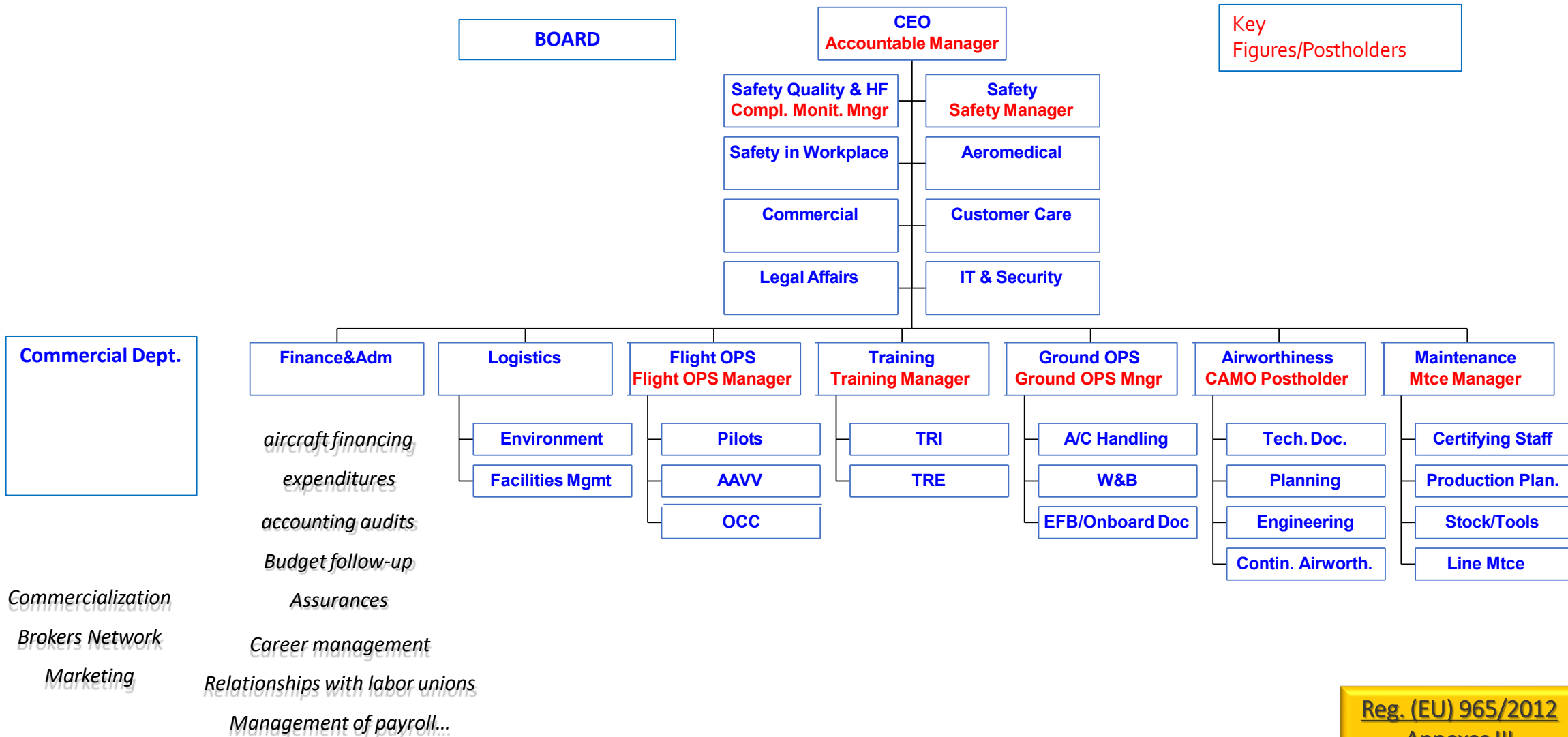
**Crew qualified  
Aircraft equipped  
As required**

**HR properly trained**



# OPERATOR ORGANIZATION

Typical (Biz) Aviation Organizational Chart



Reg. (EU) 965/2012  
Annexes III  
ORO.GEN.200



# OPERATOR ORGANIZATION

Air OPS

- EASA AMC's are allowing:
  - ✓ *A single Manager covering both safety and compliance monitoring functions* provided the two functions remain separate and adequately staffed
  - ✓ *Accountable Manager as Safety or Compliance Monitoring Manager* for non-complex organization ( $\leq 20$  FTE) only, and provided he/she has demonstrated having the relevant competence
- EASA is encouraging (see explanatory notes):
  - ✓ *A single Management System* when the same company is holding several approvals





# OPERATOR ORGANIZATION

## The 4P Model

<b>P</b> HILOSOPHIES	Why is it done	Values orientation, objectives	company culture <i>Objectives definition</i>
<b>P</b> OLICIES	What you do with	resources, opportunities, methods	organizational culture <i>role assignment</i>
<b>P</b> ROCEDURES	How it should be done.	Operational requirements, timings	operational culture <i>task assignment</i>
<b>P</b> RACTICES	How it is done	Competences, Operational results	executive culture <i>Objectives realization</i>

Model "4P" (Wiener, modified)



# OPERATOR ORGANIZATION

## The 4P Model

Descriptions of how management expects tasks to be done.

Why deviations from procedures?

1. Humans may ignore or misuse procedures
2. Philosophy and Policies behind procedures are not clear enough

1&2 are interrelated



They ensure that the task will be completed in a logical, efficient, and error-resistant manner.



# OPERATOR ORGANIZATION

Accountable Manager

SET  
PHILOSOPHIES & POLICIES

## ACCOUNTABLE MANAGER

Based on the **governance policy** stated by the “Property/Board”, the Accountable Manager ensures, under his responsibility, that **all the operations and maintenance activities can be financed and carried out according to the standards** (as set by Himself).

Particularly, the Accountable Manager:

- ✓ Is responsible for the **Company objectives/goals definition** (economic, safety, quality...)
- ✓ Is responsible for the approval of the Risk Assessment of the Company as far as the Safety is concerned (technical and operational elements of the assessment);
- ✓ Defines the organizational structure and the “**Quality & Safety Policy**”;
- ✓ Is responsible for the **implementation of the “Integrated Management System”** and for its periodic review . He establishes the frequency and modalities of such a periodic review.
- ✓ Approves the standards of the operations and maintenance activities;
- ✓ Evaluates the “Reports” received systematically from the Safety&Quality Manager;
- ✓ **Co-ordinates Postholders activity**; co-ordinates the corrective actions triggered by;
- ✓ Monitors flight activity as far as service quality, passengers needs and priorities are concerned;
- ✓ .....

Reg. (EU) 965/2012  
Annexes III  
ORO.GEN.210





# OPERATOR ORGANIZATION

Flight Operations Postholder 1/2

SET  
STANDARDS

## FLIGHT OPERATIONS POSTHOLDER

- ✓ Reports directly to the Accountable Manager;
- ✓ Carries out his own activity in coordination with the Training and CAMO Postholders for the adherence to Company Policy for operations;
- ✓ He is responsible to the Company that the organization, the programming, the development and the control of flight operations are adhered to the applicable standards;
- ✓ He is responsible for the attentive evaluation of all risks concerning flights
- ✓ Organizes and controls flight operations, verifying the needed quantity of personnel and carries out all the functions which he is in charge for;
- ✓ Transfers the strategic addresses of the Company and the directives of the Accountable Manager to the flight Operations personnel through directives and standard operating procedures, employment of airplanes and crew and verifies the carry out of it. Particularly:
  - Sets the qualification standards of the personnel involved in flight operations;
  - Sets Company weather minima;
  - Determines the category of the aerodromes, classifying them in the categories A, B e C;
  - Approves the air routes, establishing the minimum altitudes and route standard operating procedures;
  - Determines the fuel policy;



# OPERATOR ORGANIZATION

Flight Operations Postholder 2/2

SET  
STANDARDS

## FLIGHT OPERATIONS POSTHOLDER

- ✓ Ensures that the flight programs assigned are not in contrast with the regulations of flight time limitations (and work-contract)
- ✓ Ensures the **pre-flight inspection** is performed by the flight crew in accordance with AFM and OM;
- ✓ He is responsible for the rostering of crew, making sure that each crew member meets the necessary standards to carry out the expected duties;
- ✓ Guarantees the carrying out of the flight training programs elaborated by the Crew Training Postholder;
- ✓ Releases the line and command qualifications,
- ✓ Ensures that economic directives for management of flying activities are applied ;
- ✓ Sets up in co-operation with the Maintenance Postholder company's standards for the purchase of new and used aircraft and their eventual modifications, towards the final evaluation of the Accountable Manager;
- ✓ In cooperation with CAMO Postholder provides the Company MEL to be approved by the Authority;
- ✓ ....



# OPERATOR ORGANIZATION

## Crew Training Postholder

**TRAIN TO GET  
THE QUALIFICATION STANDARDS**

### CREW TRAINING POSTHOLDER

- ✓ Reports directly to the Accountable Manager;
- ✓ Carries out his own activity **coordinating with the Flight Operations Postholder** for proper application of Company Policy;
- ✓ Elaborates a training program for Flight Crew Members in accordance with the applicable regulation and verifies the correct application of it, reporting any deviation to the Accountable Manager. Particularly he ensures that:
  - Flight Crews are knowledgeable with the Ops Manual contents;
  - The content of the program fulfils Company standards and the directives contained in the Ops Manual;
  - The program takes into account the Company **operational mishaps** and the results of recurrent training;
  - The training of pilots is integrated and completed in relation to Company procedures for the utilization of airplanes with pre-flight inspection included;
- ✓ He is responsible for the **implementation of Flight Crew Members training programs** by the external Training Centres or inside the Company;
- ✓ Provides for the documentation, the texts and the didactic material needed to the training of crews;
- ✓ He takes care of the updating of the professional files of Flight Crew Members;
- ✓ He is responsible for the sort out of amendment proposals of the Ops Manual for the competent parts;
- ✓ He elaborates and guarantees the bringing into effect Dangerous Goods training programs;
- ✓ Proposes to the Accountable Manager, in coordination with the FOPH, the appointment of Pilots qualified to carry out the duties of a pilot in charge of training activities (TRI) and controller/examiner pilot (TRE);
- ✓ Ensures the carrying out of command courses;
- ✓ Cooperates with the FOPH to the elaboration of Company Standard Operating Procedures;
- ✓ ....



# OPERATOR ORGANIZATION

## CAMO Postholder 1/2

### CAMO POSTHOLDER

- ✓ Reports directly to the Accountable Manager;
- ✓ Carries out his own activity coordinating with Flight Operations, Training and Ground Postholder for the pursuing of Company Policy;
- ✓ He is responsible for the Airworthiness of the social fleet therefore for keeping the aircraft airworthy depending on technical characteristics of operations;
- ✓ Directs and coordinates the technical functions assigned, ensuring, in each case, the covering of those that concur to the determination of the continuous Airworthiness of aircraft, and verifying the correct quantity of personnel assigned;
- ✓ Transfers the Company strategic addresses and the directives of the Accountable Manager to the Technical functions personnel through directives and operative procedures and verifies its implementation;
- ✓ Makes sure the economy directives for the management of aeronautical material are applied;
- ✓ Guarantees the correct management of pre-flight inspections;
- ✓ Coordinates with Maintenance Manager by elaborating and carrying out the related procedures concerning:
  - De-icing and anti-icing;
  - refuel;
- ✓ CAMO Ph is responsible for the elaboration and issuing of instructions/layouts for ground airplane parking (signals, keel-blocks, door closing and luggage van, etc.), included with the layout in case of particularly bad weather conditions (orientation, anchoring, etc.)
- ✓ Guarantees the rectification of any failure or damage of the airplanes according to approved standards, taking into account the M.E.L. for which he ensures the approval in cooperation with the FOPH;
- ✓ Ensures the establishment of a maintenance program of the operated airplanes and its periodic verification for adequacy and effectiveness based on the requirements of his activity;



# OPERATOR ORGANIZATION

## CAMO Postholder 1/2

- ✓ Ensures the maintenance scheduling is in agreement to the approved maintenance programs , guaranteeing they are done according to the estimated terms;
- ✓ Ensures the introduction of Airworthiness Directives, nonetheless of any other disposition about the maintenance of the conditions of Airworthiness, issued or acknowledged by ENAC;
- ✓ Determines the standards for airplane modifications based on the bulletins issued by the Manufacturer, as well as the indications coming from the their In- Service Experience;
- ✓ Sets up in co-operation with the Flight Operations Postholder company's standards for the purchase of new and used aircraft and their eventual modifications, towards the final evaluation of the Accountable Manager;
- ✓ Ensures the recollection and analysis of technical and statistical data related to technical management and the programming of maintenance, including breakdowns and drawbacks, to improve the efficiency and the performance of the airplanes;
- ✓ Ensures to the Accountable Manager the correspondence of the organization of the Technical Dept. to the applicable certification requirements and the maintenance of technical and quality standards of all technical activities;
- ✓ Handles the aspects related to the CAMO certification of the Company with ENAC to which furnishes the data and the necessary support to effectively undertake checks for the surveillance and the renewal of certification itself;
- ✓ Notifies to ENAC and to Manufacturers the failures occurred in the operation and maintenance of airplanes in the conditions expected in the CAME/MOE;
- ✓ Provides, through qualification executed together with the CM, to the selection of suppliers;
- ✓ Guarantees the issuing, the bringing up to date and the distribution of Company Technical documentation, of which he is responsible for the approval;
- ✓ Guarantees the issuing, bringing up to date and distribution of the CAME/MOE;
- ✓ Guarantees the keeping, recording and filing of Technical Documentation according to ENAC requirements;
- ✓ .....



# OPERATOR ORGANIZATION

## Pilot In Command 1/2

### PILOT IN COMMAND

### LAST BARRIER FOR THE SAFETY

The PIC is responsible for:

1. the safety of the aircraft and of all crew members, passengers and cargo on board during aircraft operations;
2. the initiation, continuation, termination or diversion of a flight in the interest of safety;
3. ensuring that all instructions, operational procedures and checklists are complied with in accordance with the operations manual; in the case of infractions, the PIC, after having tried all the actions required to bring safely the flight to his destination, has to send a detailed report to the FOPh/DO, in order to take the appropriate actions for the case;
4. only commencing a flight if he/she is satisfied that all operational limitations are complied with, as follows:
  - i. the aircraft is airworthy;
  - ii. the aircraft is duly registered;
  - iii. instruments and equipment required for the execution of that flight are installed in the aircraft and are operative, unless operation with inoperative equipment is permitted by the minimum equipment list (MEL);
  - iv. the mass of the aircraft and centre of gravity location are such that the flight can be conducted within the limits prescribed in the airworthiness documentation;
  - v. all cabin baggage, hold luggage and cargo are properly loaded and secured;
  - vi. the aircraft operating limitations as specified in the aircraft flight manual (AFM) will not be exceeded at any time during the flight;
  - vii. each flight crew member holds a valid licence in accordance with Regulation (EU) No 1178/2011; and
  - viii. flight crew members are properly rated and meet competency and recency requirements.



# OPERATOR ORGANIZATION

## Pilot In Command 2/2

LAST BARRIER FOR THE SAFETY

### PILOT IN COMMAND

5. not commencing a flight if any flight crew member is incapacitated from performing duties by any cause such as injury, sickness, fatigue or the effects of any psychoactive substance;
6. not continuing a flight beyond the nearest weather-permissible aerodrome or operating site, when the capacity of any flight crew member to perform duties is significantly reduced from causes such as fatigue, sickness or lack of oxygen. Notwithstanding this provision, the PIC may continue a flight beyond the nearest weather-permissible aerodrome when adequate mitigating procedures are in place (The use of additional crew members and/or controlled rest during flight may be considered as appropriate fatigue mitigating measures);
7. deciding on acceptance of the aircraft with unserviceabilities in accordance with the configuration deviation list (CDL) or minimum equipment list (MEL), as applicable;
8. recording utilisation data and all known or suspected defects in the aircraft at the termination of the flight, or series of flights, in the aircraft technical log or journey log for the aircraft; and
9. ensuring that flight recorders:
  - i. are not disabled or switched off during flight;
  - ii. in the event of an accident or an incident that is subject to mandatory reporting:
    - A. flight recorders' recordings are not intentionally erased;
    - B. flight recorders are deactivated immediately after the flight is completed; and
    - C. are reactivated only with the agreement of the investigating authority.
10. briefing who will occupy the 3rd crew member seat on the a/c safety rules.
11. ....

The pilot-in-command shall have the authority to refuse carriage of or disembark any person, baggage or cargo that may represent a potential hazard to the safety of the aircraft or its occupants.



# Operations Manual (OM)

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# Purpose of OM

- The OM should contain “*all necessary instructions, information and procedures for all aircraft operated and for operations personnel to perform their duties*”.
- The regulation states, “*the content of the OM shall be presented in a form that can be used without difficulty*”.

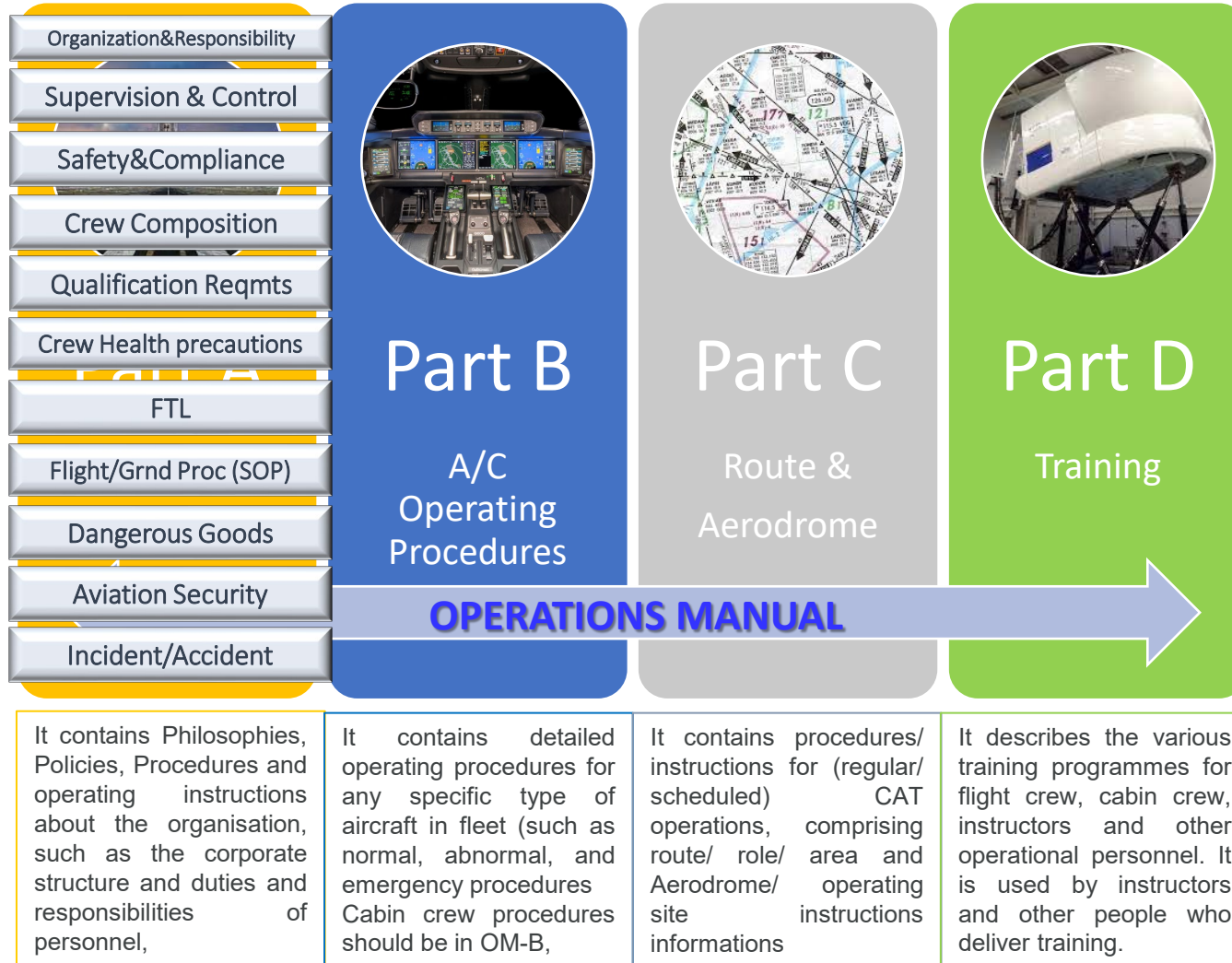


# Content of OM

- An OM includes instructions and information necessary to operate the aircraft.
  - This means everything from flight planning, passenger handling and ground operations to security procedures, health precautions, and flight time limitations.
- As well as describing how aircraft are operated the OM also describes the aircraft operator's organisation.
  - This includes the corporate structure, duties and responsibilities of personnel, safety policy, risk management, compliance monitoring and emergency response.

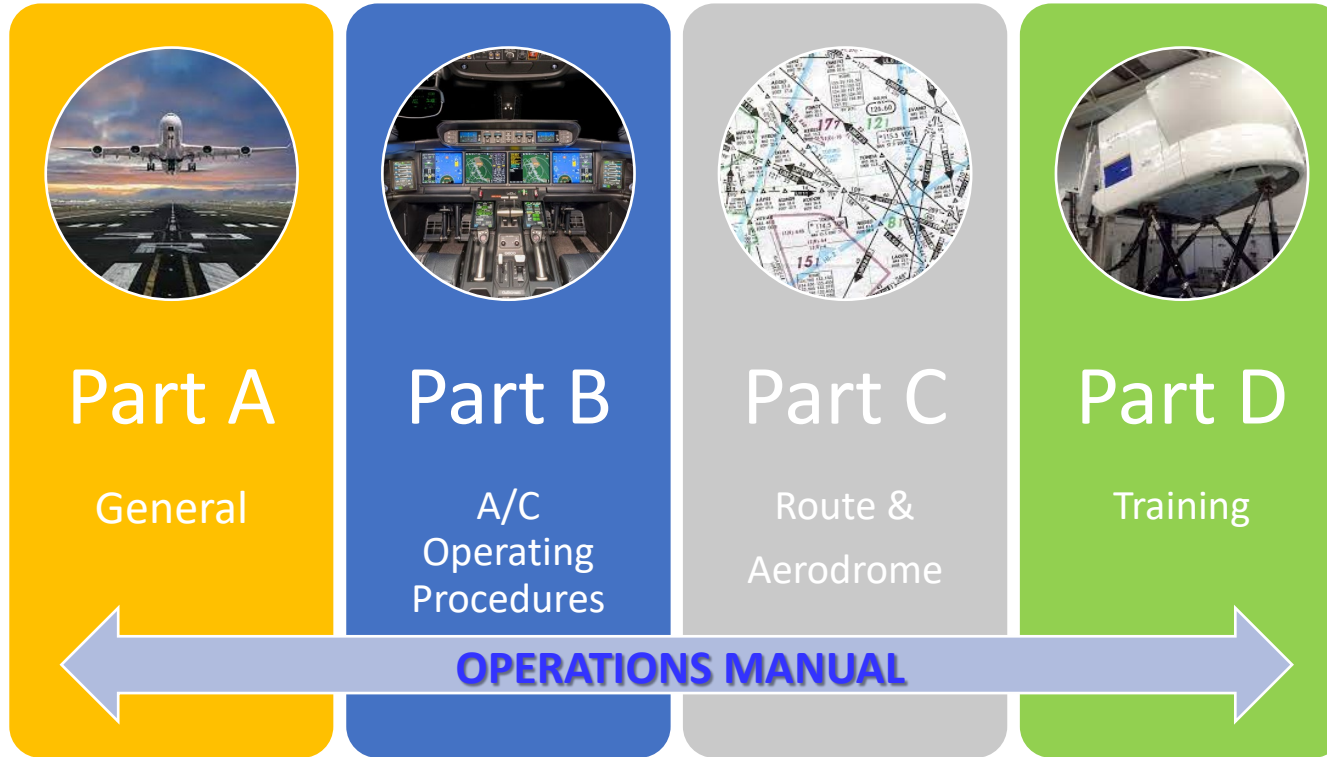


# OM Structure





# OM Structure



It contains Philosophies, Policies, Procedures and operating instructions about the organisation, such as the corporate structure and duties and responsibilities of personnel,

It contains detailed operating procedures for any specific type of aircraft in fleet (such as normal, abnormal, and emergency procedures Cabin crew procedures should be in OM-B,

It contains detailed operating procedures for any specific type of aircraft in fleet (such as normal, abnormal, and emergency procedures Cabin crew procedures should be in OM-B,

It describes the various training programmes for flight crew, cabin crew, instructors and other operational personnel. It is used by instructors and other people who deliver training.

- Organization&Responsibility
- Supervision & Control
- Safety&Compliance
- Crew Composition
- Qualification Reqmts
- Crew Health precautions
- FTL
- Flight/Grnd Proc (SOP)
- Dangerous Goods
- Aviation Security
- Incident/Accident

