

LIBERIA CIVIL AVIATION AUTHORITY



ADVISORY BROCHURE

LCAA-FSS-AOC-AB-001 02/2006

AIR OPERATOR CERTIFICATION

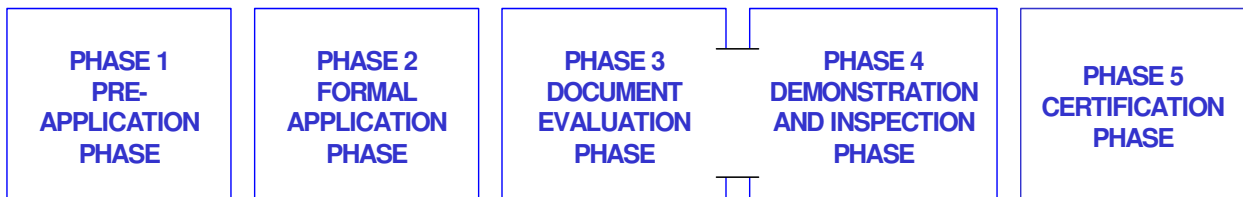
AIR OPERATOR CERTIFICATION

1. PURPOSE.

- a. This Advisory Brochure (AB) describes the process of applying for and obtaining an Air Operator Certificate (AOC) to conduct commercial air transport operations under Liberia Civil Aviation Regulations (LCARs). The certification process may appear to be a complex undertaking, particularly to a “first-time” operator. This AB provides basic information applicable to the certification process. This AB does not describe the process for obtaining an AOC when the AOC applicant proposes to conduct maintenance under the equivalent system of maintenance referenced in LCAR 9.4.13
- b. Because there are a variety of acceptable methods for preparing manuals, including training manuals, a detailed discussion of acceptable methods for preparing these documents is not in this AB. Operators will be briefed in as much detail as necessary regarding the preparation of manuals and other required documents during meetings with Liberia Civil Aviation Authority (LCAA) personnel. The information in this AB and the reading material referenced in this AB will assist the operator in completing the process with minimal delays and complications.

4. BACKGROUND.

- a. To conduct Commercial Air Transport Operations under The Liberia Civil Aviation Regulations, an operator must be a citizen as defined in Civil Aviation Act 2005 (January 9, 2006). The LCAA recognises the responsibility of Commercial Air Transport Operators to provide air transportation with the highest degree of safety possible in the public interest. The certification process is designed to ensure that prospective AOC holders understand and are capable of fulfilling this duty. When satisfactorily completed, the certification process should ensure that the operator is able to comply with LCAA regulations, and the international standards pertaining to the operation of aircraft as published in relevant ANNEXES to the convention on international civil aviation.
- b. There are five phases in the air operator certification process. Each phase is described in sufficient detail to provide a general understanding of the entire certification process. (See appendix 6 for a detailed flow chart of the entire certification process). The five phases are:
 - (1) Pre-application
 - (2) Formal Application
 - (3) Document Evaluation
 - (4) Demonstration and Inspection
 - (5) Certification
- c. In some cases, the guidance and suggested sequence of events in this AB may not be entirely appropriate. In such situations, the LCAA and the operator would proceed in a manner that considers existing conditions and circumstances. The operator, however, should not expect to be certificated until the LCAA is assured that The Liberia’s Aviation Law and its Civil Aviation Regulations will be complied with in an appropriate and continuing manner.



5. PRE-APPLICATION PHASE.

- a. As far in advance as possible of an anticipated start of operations, a prospective operator should contact the LCAA and inform the Director General (DG) of its intent to apply for an AOC. The prospective operator will be invited to meet briefly with LCAA personnel. During this initial meeting, only basic information and general certification requirements will be discussed. If the prospective operator intends to proceed with certification, FSS-GEN-Form 001 - Prospective Operators Pre-assessment Statement (POPS) will be furnished. A sample of this form with instructions for completing it is in Appendix 1. The POPS should be completed, signed by the prospective operator, and returned to the LCAA.
- b. LCAA personnel will review the POPS. If the information is incomplete or erroneous, the POPS will be returned to the prospective operator with the reasons for its return noted in Section 2. If the information is complete and acceptable, the LCAA will determine which certification team will be assigned to the certification project and schedule a pre-application meeting with the prospective operator and the selected LCAA certification team members.
- c. The certification team will designate one team member as the Project Manager (PM). The PM is the official LCAA spokesperson throughout the certification project.
- d. The purpose of the pre-application meeting is to confirm the information on the POPS and to provide critical certification information to the applicant. It is recommended that the operator's key management and staff attend these pre-application meetings and be prepared to discuss in general terms the plans and specific aspects of the proposed operation. Many problems can be avoided by discussing all aspects of the proposed operation and the specific requirements, which must be met to be certificated as an air operator.
- e. It is important to establish good working relationships and clear understandings between the LCAA and the operator's representatives. The LCAA recognises that a wide range of capabilities and expertise exists among operators. This background experience will be considered by the LCAA and adjusted to during these initial meetings.
- f. To help promote understanding throughout the certification process, an application information package will be provided during the pre-application meeting. The application information package includes the following:
 - (1) The certification job aid that will be used by LCAA inspectors during the certification project.
 - (2) A schedule of events, which must be completed and submitted with the formal application.
 - (3) A sample set of Specific Operating Provisions (SOPs).
 - (4) Other publications or documents the PM believes will be useful to the operator.
- g. LCAR 9.1.1.5 specifies that an application for an AOC shall be made in a form and manner acceptable to the Authority; and, containing any information the Authority requires the applicant to submit. It is important to understand the minimum documentation necessary to be considered acceptable for a formal application. Formal application must be made on a letter [see Appendix 2.] requesting certification as an air operator. The accountable manager must sign the letter. The letter should include a statement that the letter serves as formal application for an Air Operator Certificate. It should also contain the full and official name of the applicant. The letter shall contain the physical location address of the applicant's intended primary operating location. The applicant's mailing address shall be included in the formal application letter if different than its letterhead. The letter shall also include the full name, address and contact details of the applicant's agent for service. The designated agent for service is required by the Civil Aviation Act of 2005. Additionally, the letter will confirm the identity of key management personnel such as the Accountable Manager, Director of Operations, Chief Pilot, Director of Safety, Director of Maintenance, Quality Manager, as applicable. Certain documents must be submitted with the formal application. These documents (attachments) are briefly described in paragraphs 5h through 5q and will be discussed in detail during the pre-application meeting.

- h. Draft Specific Operating Provisions Attachment (FSS-GEN-FORM 004A). This attachment describes the applicant's intended authorizations, limitations, provisions, and privileges specific to the operator's operations.
- i. Air Operator Certification Job Aid and Schedule of Events Attachment (FSS-GEN-FORM 003). The schedule of events [see Appendix 3] is a key document that lists items, activities, programs, and aircraft and/or facility acquisitions that must be accomplished or made ready for the LCAA's inspection before certification. It should include dates when the crewmembers will start company indoctrination procedures. In addition, the schedule of events should include dates when maintenance personnel training will start; when maintenance facilities will be ready for the LCAA's inspection; when each of the required manuals will be available for evaluation; when aircraft will be ready for inspection; when terminal facilities will be ready for inspection; when emergency evacuation demonstrations; ditching demonstrations, and demonstration flights are planned to be performed, and the date of the proposed assessment of Chief Training and Checking Officer and other approved persons. These estimated dates must be logical in terms of sequence. For example, the estimated date for crewmember basic company procedures indoctrination ground training to begin should be after the date that sections of the company manuals pertinent to crewmember performance will be completed and submitted. Reasonable times for the LCAA to review, inspect, and approve each item or event should also be provided when approval is required before beginning a subsequent event or item. Failure to accomplish an item or event in a satisfactory manner or in accordance with the schedule of events could delay the certification. If at any time during the certification process the operator finds it necessary to revise the schedule of events, the PM should be notified as soon as practical.
- j. Company General Manuals Attachment. These manuals, which may be issued in separate parts for specific users, contain information about the operator's general policies, duties and responsibilities of personnel, operational control policy, and procedures. These are commonly referred to as the Operations Manual and the Maintenance Control Manual. LCARs require these manuals to include instructions and information necessary to permit flight, ground, and contract personnel to perform their duties and responsibilities with a high degree of safety. LCAR Part 9, including the Schedules prescribes the content of these manuals. The entire manual system, as required by the LCARs, shall be completely developed at the time of formal application. Please also note that it is the responsibility of the operator to provide the LCAA with manufacturer's Maintenance Planning Documents (MPD) for each aircraft type they intend to operate.
- k. Training and Checking Manuals. It is recognized that aircraft acquisition, facility arrangements, and certain training program elements may not be fully developed at the time of formal application. The company initial training curriculum portion of the Training Manual (completed to the extent possible) must be attached to the formal application letter. Initial training curricula must include at least the following curricula segments:
 - (1) Company Procedures Indoctrination Training (LCARs 9.2.2.10)
 - (2) Initial Emergency Equipment Drills Training (LCAR 9.2.3.5)
 - (3) Initial Aircraft Ground Training (LCAR) 9.3.1.3
 - (4) Initial Aircraft Flight Training (LCAR)
- l. Management Structure and Qualification Attachment.
 - (1) LCARs establish basic management positions and the implementing standards establish minimum qualifications for air operators proposing to conduct scheduled or charter commercial air transportation operations. It may be possible to obtain a deviation from these required basic management positions and qualifications, depending on the complexity of the planned operation. Individuals assigned to the required management positions are expected to have a thorough knowledge of the operator's company manuals, operating provisions, the LCARs and the planned operations relevant to the position. This attachment must contain resumes of the qualifications,

licenses (including license numbers), ratings, and aviation experience for each of the following positions, or their equivalent:

- (i) Chief Executive Officer or General Manager (Accountable Manager)
- (ii) Director of Operations, or Senior Officer of Flight Operations
- (iii) Chief Pilot
- (iv) Director of Safety, or Chief Flight Safety and Accident Prevention
- (v) Quality Manager
- (vi) Director of Maintenance

(2) If a deviation from the management requirements is anticipated, it should be noted in the formal application letter. The actual request for deviation, however, must be made in a separate petition, which presents specific justification. This request for a deviation should be made to the LCAA as soon as practical to enable the individual who will hold the position to be involved early in the certification process.

m. Documents of Purchase, Leases, Contracts, and/or Letters of Intent Attachments. These attachments should provide evidence that the operator is in the process of actively procuring aircraft, facilities, and services appropriate to the type of operation proposed. If formal contracts are not completed letters or other documents showing preliminary agreements or intent will suffice until such date as determined by the Authority. Examples of the types of equipment, facilities, and services that should be addressed in these documents are as follows:

- (i) Aircraft
- (ii) Station facilities and services
- (iii) Weather gathering facilities and services
- (iv) Communications facilities and services
- (v) Maintenance facilities and services
- (vi) Maintenance contractual arrangements
- (vii) Aeronautical charts and related publications
- (viii) Aerodrome analysis and obstruction data
- (ix) Contract training and training facilities

n. Initial Statement of Compliance. This attachment should be a complete listing of all LCARs applicable to the proposed operation. Pertinent subparts and each relevant section of the regulation should be identified and accompanied by a brief description, or preferably a specific reference, to a manual or other document. The brief description or reference must describe the method of compliance for each regulation listed. If the precise method of compliance has not been developed at the time of formal application, an indication of the date that this information will be provided will suffice, if the date provided is reasonable, and acceptable to the Authority. The following examples are samples of how relevant sections of LCARs should be presented in a Statement of Compliance.

EXAMPLE 1.

Statement of Compliance - method of compliance **not developed** at time of formal application.

LCAR: Aeronautical Data Control System.

This system is currently under development and will be submitted for approval on (date).

EXAMPLE 2.

Flight Operations Manual (FOM) p. 129, para. 243;

Maintenance Control Manual (MCM) p. 45, para. 12.5.

EXAMPLE 3.

Statement of Compliance - method of compliance **fully developed - acceptable presentation.**

LCAR: Reporting mechanical irregularities.

The air operator instructs the pilot in command (PIC) on the requirements for and methods of completing the technical log of the aeroplane. The PIC is required to review the technical log before each flight and to ascertain the airworthiness status of the aeroplane by checking each previous log entry. The MCM instructs maintenance personnel on the requirement to record discrepancies discovered during pre-flight checks and other types of checks.

- o. Financial Economic and Legal Matters Assessment. This attachment should consist of written evidence that the applicant has undergone, is undergoing, or is scheduled to undergo a financial, economic, and legal matters assessment.
- p. List of Aircraft. This attachment should consist of a list of aircraft, (by make, model, and series) that the applicant intends to operate.
- q. List of Designated Destination and Alternate Aerodromes. This attachment is required if the applicant is applying for scheduled domestic or scheduled international operations.
- r. A thorough understanding of pertinent regulations and advisory materials is critical to the success of the entire certification process. The operator and key management personnel must understand which regulations apply to the intended operation. A sample list of LCARs as they apply to various kinds and types of operations is in Appendix 4.
- s. During the pre-application phase and throughout the certification process, the operator will have to prepare documents and manuals for the LCAA's evaluation and approval or acceptance. The operator is encouraged to informally co-ordinate drafts of these documents with the PM and other inspectors assigned to the certification project. Time spent on informal co-ordination can significantly reduce the workload for the operator and the inspectors once the formal application is submitted. The inspectors will give advice and guidance; however, the actual development of acceptable documents and manuals is always the responsibility of the operator.

6. FORMAL APPLICATION PHASE.

- a. It is recommended that the formal application is submitted at least 90 days before revenue operations are expected to begin, although the application should be submitted to the LCAA as far in advance of the proposed start-up date as possible.
- b. The LCAA will review the application to determine that it contains the required information and attachments. If there are omissions or errors, the formal application and all attachments will be returned with a letter outlining the reasons for its return. If the operator has a good understanding of the requirements, the formal application should be of sufficient quality to allow any omission, deficiency, or open question to be resolved during the formal application meeting.
- c. The operator's key management personnel should attend the formal application meeting. The purpose of the meeting is to discuss the formal application and resolve omissions, deficiencies, or answer questions from either party. For example, this meeting may be used to resolve questions concerning the applicant's package or scheduling date conflicts, or to ensure the applicant understands the certification process. This meeting should also be used to reinforce open communication and working relationships.
- d. If the formal application meeting is successful, the operator is provided with letter acknowledging receipt and acceptance of the package. The LCAA's acceptance of a formal application does not constitute approval or acceptance of individual attachments. These documents will be evaluated thoroughly during subsequent phases of the certification process. If, the formal application is not accepted, it will be returned with a written explanation of the reasons for its return.

7. DOCUMENT EVALUATION PHASE.

- a. After the formal application has been accepted, inspectors will begin a thorough evaluation of all the manuals and documents that are required by regulation to be submitted to the LCAA. The LCAA will endeavour to complete these evaluations in accordance with the operator's schedule of events. If a manual or document is incomplete or deficient, or if non-compliance with the regulations or safe operating practices is detected, the manual or document will be returned for corrective action. If the manuals and documents are satisfactory, they will be approved or accepted, as required by LCARs. Approvals may be indicated by letter as appropriate, or by approval of Specific Operating Provisions (SOPs). Acceptance of information that does not require formal approval will be indicated by letter or by the lack of the LCAA's objection to the information.
- b. The complexity of the information which must be addressed in the operator's manuals and other documents depends on the complexity of the planned operation. The following list provides examples of information that must be provided by the operator and evaluated by the LCAA during this phase:
 - (1) Management personnel resumes outlining proposed management qualifications and civil aviation compliance histories.
 - (2) Operations Manual (may be in one or more parts).
 - (3) Maintenance Control Manual (may be in one or more parts). Includes the Approved Maintenance Organizations (AMO) Maintenance Procedures Manual (MPM).
 - (4) Aircraft maintenance programs and supporting manuals such as Maintenance Review Board (MRB) and Corrosion Prevention Control Program (CPCP).
 - (5) Mass and balance procedures/program.
 - (6) Training Program Manual.
 - (7) Approved Aircraft Flight Manual.
 - (8) Aircraft Operations Manual.
 - (9) Minimum Equipment List (MEL) and MEL Management Program
 - (10) Configuration Deviation List (CDL).
 - (11) Cockpit checklist.
 - (12) Passenger briefing cards.
 - (13) Noise and emission plan (if applicable).
 - (14) Airport Runway Analysis
 - (15) Deviation requests.
 - (16) Dangerous Goods.
 - (17) Cabin Attendant Manual.
 - (18) Dispatch/flight following/flight locating procedures.
 - (19) Draft Specific Operating Provisions (operations and airworthiness).
 - (20) Maintenance Reliability Program (optional).
 - (21) Plan for Demonstration Flights.
 - (22) Emergency evacuation demonstration plan.
 - (23) Ditching demonstration plan.
 - (24) Fully completed Statement of Compliance.
 - (25) Maintenance Planning Document.
- c. The fully completed Statement of Compliance is the final evolution of the Initial Statement of Compliance that was submitted with the formal application. The fully completed Statement of Compliance ensures each applicable regulatory requirement has been adequately addressed in the appropriate manuals, programs, and/or procedures.

8. DEMONSTRATION AND INSPECTION PHASE.

- a. LCARs require an operator to demonstrate its ability to comply with regulations and safe operating practices before beginning actual revenue operations. These demonstrations include actual performance of activities and/or operations while being observed by LCAA inspectors. This includes on-site evaluations of aircraft maintenance equipment and support facilities. During these demonstrations and inspections, the LCAA evaluates the effectiveness of the policies, methods, procedures, and instructions as described in the operator's manuals and other documents. Emphasis is placed on the operator's management effectiveness during this phase. Deficiencies will be brought to the attention of the operator and corrective action must be taken before a certificate is issued.
- b. Although the document evaluation and the demonstration and inspection phases have been discussed separately in this AP, these phases overlap, or are accomplished simultaneously in actual practice. The following list provides examples of the types of items, equipment, facilities, and activities evaluated during the demonstration and inspection phase.
 - (1) Conduct of training programs (classroom, simulators, aircraft, flight and ground personnel training).
 - (2) Crewmember and Flight Operations Officer testing and certification.
 - (3) Station facilities (equipment, procedures, personnel, fuelling/Defuelling, de-icing, technical data).
 - (4) Record keeping procedures (documentation of training, flight and duty times, flight papers).
 - (5) Flight control (Flight Supervision and Monitoring system or Flight Following system)
 - (6) Maintenance and inspection programs (procedures, record keeping).
 - (7) Aircraft (conformity inspection, aircraft maintenance records, etc.).
 - (8) MELs and CDLs (compliance with operating and maintenance procedures, etc., if applicable).
 - (9) Mass and balance program (procedures, accuracy, and document control).
 - (10) Passenger emergency evacuation demonstration (aborted takeoff demonstration and ditching demonstration).
 - (11) Demonstration Flights. Includes full-scale simulation of revenue operations to demonstrate the ability to operate independently, safely, and in compliance with all applicable LCARs.
- c. The Demonstration and Inspection Phase outlined under paragraph 8a. through 8b. is only applicable to the certification of an air operator.

NOTE:

An applicant for an air operator certificate (AOC) may concurrently seek LCAA approval of its maintenance organization. The applicant needs to co-ordinate the progress of both certification projects. Both certification projects must be in the Demonstration and Inspection Phase at the same time. This is because the Demonstration Flights cited under LCAR....., require the applicant to demonstrate to the LCAA all proposed flight and ground operations. The applicant therefore will also be expected to demonstrate use of its Approved Maintenance Organization to ensure that procedures in the Maintenance Control Manual (MCM) and Maintenance Procedures Manual (MPM) are in agreement.

9. CERTIFICATION PHASE.

- a. After the document compliance and the demonstration and inspection phases have been completed satisfactorily, the LCAA will prepare an Air Operator Certificate and approve the SOPs. The SOPs contain authorizations, limitations, and provisions specific to an operator's operation. The operator must acknowledge receipt of these documents.
- b. The certificate holder is responsible for continued compliance with LCARs and the authorizations, limitations, and provisions of its certificate and SOPs. As a certificate holder's operation changes, the SOPs will be amended accordingly. The process for amending SOPs is similar to the certification process. In some cases it may be a less complex procedure depending on the subject of the amendment. The LCAA is responsible for conducting periodic inspections of the certificate holder's operation to ensure continued compliance with the LCARs and safe operating practices.

10. EXPLANATION OF APPENDIXES IN THIS ADVISORY BROCHURE.

- a. Appendix 1 provides instructions on how FSS-GEN-FORM 001 – Prospective Operator’s Pre-Assessment Statement (POPS) should be completed. Section 1, items 1 through 11, should be completed and signed by the applicant and returned to the LCAA. Section 2 is reserved for FSS Inspectors use only.
- b. Appendix 2 provides a sample formal application letter.
- c. Appendix 3 provides a certification job aid and schedule of events.
- d. Appendix 4 provides a list of applicable regulations.
- e. Appendix 5 provides definitions of terms as they are used in the certification process.
- f. Appendix 6 provides a detailed flow chart of the entire certification process.

APPENDIX 1. INSTRUCTIONS FOR COMPLETING FSS-GEN-FORM 001 – PROSPECTIVE OPERATOR’S PRE-ASSESSMENT STATEMENT (POPS). THIS FORM IS TO BE COMPLETED BY AN AIR OPERATOR OR MAINTENANCE ORGANIZATION APPLICANT.

SECTION 1A. All applicants shall complete this section.

1. Enter the company's official name and mailing address. Include any other business name if different from the company name).
2. This address shall be the physical location where primary operating activities are based. It is where the offices of management required by regulation are located. If the address is the same as item 1, enter "same." Include secondary business addresses of operation and identify the type of operation conducted.
3. Enter the estimated date when operations or services will begin.
4. This information will be used to assign a company identification number. You may indicate up to three, three-letter identifiers, such as ABC, XYZ, etc. If all choices have been assigned to other operators or maintenance organizations, a randomly selected number will be assigned.
5. Enter the names, titles, and contact details (telephone, fax and email) of management personnel required by LCAR.

NOTE: Management personnel qualification requirements are specified in 10.1 of the Schedules.

SECTION 1B. All applicants shall complete this section.

6. Indicate if the air operator intends to perform maintenance as an Approved Maintenance Organization (AMO) or intends to contract out all or part of its maintenance, or perform its own maintenance using an equivalent system.
7. The proposed type of operation shall be indicated. Check as many boxes as apply.
8. The proposed type of operation shall be indicated. Check as many boxes as applicable.

SECTION 1C. Air Operators shall complete Blocks 9, 10.

9. Aircraft Data is to be provided here. Indicate number and types of aircraft by make, model, series, and number of passenger seats or cargo payload capacity. For foreign registered aircraft, provide a copy of the lease agreement.
10. Indicate geographic areas of intended operation and proposed route structure.

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SECTION 1D. All applicants shall complete this section.

11. Show any information that would assist LCAA personnel in understanding the type and scope of operation or services to be performed by the applicant. If an air operator intends to arrange for maintenance and inspections of its aircraft and/or associated equipment identify the approved

maintenance organization selected and a list of the maintenance or inspections it proposes to perform. Also provide all written contracts with this form, if applicable.

12. Identify the type of aircraft and/or simulators.

For AOC's identify the type of aircraft and/or simulators intended to be used.

For AMO's, identify the type of aircraft by make and model. In addition identify the type of training that the Quality Assurance staff, certifying staff and maintenance personnel will receive based on the ratings requested.

13. The Prospective Operator Pre-assessment Statement (POPS) denotes intent to seek LCAA certification as an air operator or approved maintenance organization. It must be signed as follows:

Type of Organization

Authorized Signature

Individual

Owner

Partnership

At least one partner

Company, corporation, association, etc.

At least one authorized officer

The Accountable Manager must sign the POPS Form. If the POPS Form is signed by another individual who is not the Accountable Manager the accountable manager must submit with the POPS Form a letter addressing his/her authority to do so.

SECTIONS 2D for DFSS ASIs Use Only.

Prospective Operator's Pre-assessment Statement (POPS)
(To be completed by Air Operator or Approved Maintenance Organization)

11. Additional information that provides a better understanding of the proposed operation or business
(Attach additional sheets, if necessary)

12. Proposed Training (Aircraft and/or Simulator)

13. The statement and information contained on this form denotes intent to apply for a LCAA certificate.

Type of Organization:

Signature

Date (day/month/year)

Name

Title

Section 2. For Official Use Only

ASI Name & Number:

Date (day/month/year):

Pre-application Number:

Assigned Certification Number:

Remarks:

FSS-GEN-FORM-001

APPENDIX 2. SAMPLE FORMAL APPLICATION LETTER

(Use Company Letterhead)

Director General
Liberia Civil Aviation Authority
P.O.Box 68 Harbel Margibi County
Republic of Liberia

[Date]

Dear Sir,

APPLICATION FOR AN AIR OPERATOR’S CERTIFICATE

This letter serves as formal application for a Liberian Air Operator Certificate. *[Name of Applicant]*, initially intends to certificate and operate as a *[scheduled or non-scheduled passenger, freight, or mixed passenger and freight]* commercial air transport operation under Parts 9 and 10 of the Liberia Civil Aviation Regulations (LCARs). We intend to use *[Number and Type]* aeroplane(s) between *[location]* and *[location]*. We have enclosed a copy of our company’s Certificate of Incorporation and Business Registration as required by LCARs.

Our company will have its principal base of operations and corporate offices located at *[appropriate address]*. Our maintenance base *[if company intends to conduct maintenance under its AOC]* will be located at *[appropriate address]* *[if the company intends to apply under separate cover for an approved maintenance organization, so state here]*. A copy of our contract with *[name of maintenance organization]* is enclosed. Our management personnel are as follows:

- President and Accountable Manager
- Director of Operations
- Director of Maintenance.....
- Quality Manager.....
- Chief Pilot.....
- Director of Training.....
- Director of Safety.....

Also enclosed is the revised Schedule-of-Events and Initial Statement of Compliance which was agreed to at our-last meeting with your representatives. We have retained the services of Mr. as our agent for service (consultant).

Sincerely,

.....
Accountable Manager (President)

Enclosures

**APPENDIX 3. JOB AIDS
AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)**

OFFICIAL NAME OF COMPANY				LOCATION ADDRESS			
MAILING ADDRESS (if different from location)				PRE-CERTIFICATION NUMBER:			
				Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
LCAA REFERENCE	OPS Insp.	AIR Insp.	AVI Insp.				
I. PRE-APPLICATION PHASE							
A. Initial Orientation: Inspector: _____ 1. Certification Advisory Brochure provided to applicant. 2. Prospective Operator's Pre-assessment Statement (POPS) a. Forwarded to FSS							
B. Certification Team Designated (at least one operations, one maintenance, and one avionics inspector)							
		Name	Speciality				
PM		_____	_____				
		_____	_____				
		_____	_____				
		_____	_____				
		_____	_____				
		_____	_____				
C. Conduct Pre-application Meeting 1. Verify POPS Information 2. Overview of Certification Process 3. Provide Certification Package Containing: a. Certification Job Aid b. Schedule of events c. Specific Operating Provisions d. Other Applicable Publications and Documents 4. Explain Formal Application Submissions							
Remarks:							

FSS-GEN-FORM-004

AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS

(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)

LCAA REFERENCE	II. FORMAL APPLICATION PHASE	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
	A. Review Applicant's Submission				
	1. Formal Application Letter/Form				
	a. Full and Official name (Legal)				
	b. Mailing Address				
	c. Primary Operating Location (Principal Operations/ Maintenance Base)				
	d. Name and address of applicants agent for service				
	e. Key Management Personnel Names				
	2. Formal Application Attachments				
	a. Schedule of events				
	b. Initial compliance statement				
	c. Company general manuals				
	i. Operations Manual.				
	ii. Maintenance Control Manual				
	iii Aircraft Maintenance Program				
	d. Initial new hire training curricula (Crewmembers & Flt/Ops/Officers) Company Procedures Indoctrination Emergency Equip Drills Training Initial Flight and Ground Training				
	e. Management and Key Staff qualifications/resumes				
	f. Documents of purchase/ contract(s)/lease(s)/letters of intent				
	B. Evaluation of CAA Resources Based on Schedule of Events				
REMARKS:					
	C. Formal Application Meeting				
	1. Schedule of events Date: ___ Time ___				
	2. Discuss each Submission				
	3. Resolve Discrepancies/Open Items				
	4. Review Certification Process				
	5. Review Impact if Schedule of Events are not met				
	D. Issue Letter Accepting/Rejecting Application				
REMARKS:					

FSS-GEN-FORM-004

AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS

(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)

LCAA REFERENCE	III. DOCUMENT EVALUATION PHASE	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
REMARKS:					
	A. Evaluate Applicable Training Programs 1. Training Curricula				
	a. Company Procedures Indoctrination				
	b. Emergency Equipment Drills Training				
	c. Ground Training (Handling/Service/De-icing)				
	d. Flight Training				
	e. Recurrent Training				
	f. Transition/Upgrade Training				
	g. Differences Training				
	h. Security				
	i. Dangerous Goods				
	j. Check Airmen/Flight Instructor				
	k. Crew Resource Management				
	2. Flt/Ops/Officer Training				
REMARKS:					
	B. Evaluate Management Qualifications 1. Accountable Manager				
	2. Director of Operations				
	3. Individual Responsible for Maintenance				
	4. Quality Manager/s				
	a. Quality Manager for Operations (if applicable)				
	b. Quality Manager for Maintenance (if applicable)				
	5. Chief Pilot				
	6. Director of Safety				
	8. Request for Deviation Letter (If Applicable)				
	9. Other				
REMARKS:					

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**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)**

LCAA REFERENCE	III. DOCUMENT EVALUATION PHASE (CONTINUED)	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
	C. Evaluate Operator's Manual System				
	1. Completed Operations Manual				
	a. Emergency exit plan				
	b. Carry-on Baggage plan				
	2. Completed Maintenance Control Manual				
	3. CAA Approved Aeroplane Flight Manual				
	4. Aircraft Checklists				
	a. Normal				
	b. Abnormal				
	c. Emergency				
	5. Cabin Attendant Manual				
	6. Flight Supervision and Monitoring/Flight Following				
	7. Station/Facility Operations				
	8. Company Emergency Manual				
	9. Aerodrome Data & En Route Manual (Charts and Plates)				
	10. Aerodrome/Runway Analysis (Performance)				
	11. Minimum Equipment List				
	a. (MEL Management Program)				
	12. Configuration Deviation List				
	13. Maintenance Technical Manuals:				
	14. Fuelling/Refuelling/Defuelling				
	15. Ground Servicing Manual				
	16. Mass and Balance Control Program				
	17. Dangerous Goods				
	18. Security				
	19. Reliability Program				
	20. Completed Continuous Airworthiness Maintenance Program				
	21. Emergency Plan/Notification				
	22. Passenger Briefing Cards				

Remarks:

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**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)**

LCAA REFERENCE	III. DOCUMENT EVALUATION PHASE (CONTINUED)	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
	D. Other Evaluations				
	1. Aircraft Lease				
	2. Maintenance Contracts/Agreements				
	3. Servicing Contracts/Agreements				
	4. Exemption/Deviation Requests/Justification				
	5. Plan for Emergency Evacuation Demonstration				
	6. Plan for Demonstration Flight				
	8. Final Compliance Statement				
	9. Initiate Specific Operating Provisions preparation				
	10. Training Contracts				
	12. Exit Row Seating				

Remarks:

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**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)**

LCAA REFERENCE	IV. DEMONSTRATION & INSPECTION PHASE (CONTINUED)	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
	B. Testing/Certification				
	1. Pilots				
	2. Flight Engineers				
	3. Flt/Ops/Officers				
	4. Cabin Attendants				
	C. Aircraft Conformity Inspection				
	D. Main Operations Base				
	E. Main Maintenance Base				
	F. Station/Facilities (Operations)				
	G. Station/Facilities (Maintenance)				
	H. Flight Supervision and Monitoring/Flight Following				
	I. Record keeping Locations				
	1. Crewmember				
	a. Training				
	b. Flight & rest Times				
	c. Qualification				
	2. Maintenance				
	a. Aircraft Records				
	b. Maintenance Personnel Training				
	i Individual Responsible for Maintenance				
	ii Quality Manager and staff				
	iii Contract Employees				
	J. Flight/Trip Records				
	K. Emergency Evacuation Demonstration				
	L. Ditching Demonstration				
	M. Demonstration Flight Evaluation				
	N. Proof of Air Service Licence				
Remarks:					

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**AIR OPERATOR CERTIFICATION JOB AID AND SCHEDULE OF EVENTS
(COMMERCIAL AIR TRANSPORT OPERATORS PART IX AND X)**

LCAA REFERENCE	V. CERTIFICATION PHASE	Proposed Date	Date Received/ Accomplished	Date Returned for Changes	Reference
	A. Approve Specific Operating Provisions				
	B. Present Certificate & Specific Operating Provisions				
Remarks:					
	C. Prepare Certification Report				
	1. Assemble Report				
	a. Formal Application Letter				
	b. Final Compliance Statement				
	c. Copy of Specific Operating Provisions				
	d. Copy of Certificate				
	e. Summary of Difficulties				
	2. Distribute Report				
Remarks:					
	D. Develop Post Certification Surveillance Program				
	1. Within Geographic Area				
	2. Outside Geographic Area				
Remarks:					

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APPENDIX 4. LIBERIA CIVIL AVIATION REGULATIONS (LCARs)

SECTION 1 - APPLICABLE PARTS OF LCARs

Part 1	General Policies, Procedures, and Definitions
Part 2	Personnel Licensing and related supplementary provisions
Part 3	Aviation Training Organization
Part 4	Aircraft Registration and Marking
Part 5	Airworthiness and related supplementary provisions
Part 6	Approved Maintenance Organization and related supplementary provisions
Part 7	Instruments and Equipment and related supplementary provisions
Part 8	Operations and related supplementary provisions
Part 9	Air Operator Certification and Administration and related supplementary provisions
Part 10	Foreign Air Operators
Part 11	Aero Work/Flying
Part 12	Accident and Incident Investigation
Part 13	Aerodrome Certification (Airport & Air Navigation)
Part 14	Agency and Airline School Regulations

SECTION 2 - APPLICABLE INTERNATIONAL RULES AND DOCUMENTS INTERNATIONAL/OVERSEAS OPERATIONS ICAO ANNEXES

Annex 1 to the ICAO convention.....	Personnel Licensing
Annex 2 to the ICAO Convention.....	Rules of the Air
Annex 6 to the ICAO Convention.....	Operation of Aircraft
Annex 8 to the ICAO Convention.....	Airworthiness of Aircraft
Annex 11 to the ICAO Convention.....	Air Traffic Services
Annex 10 to the ICAO Convention.....	Telecommunications
Annex 12 to the ICAO Convention.....	Search and Rescue

OTHER ICAO DOCUMENTS

Circular 253-AN/151	Human Factors Digest No. 12 Human Factors in Aircraft Maintenance and Inspection
Document 4444-RAC/501	- Rules of the Air and Air Traffic Service
Document 7030	- Regional Supplementary
Document 8168-OPS	- Aircraft Operations
Document 8335-AN/879	- Manual of Procedures for Operations Inspection, Certification and Continued Surveillance
Document 9365-AN/910	All Weather Operations
Document 9376-AN/914	- Preparation of an Operations Manual
Document 9379-AN/916	Manual and Procedures for Establishment and Management of a States Personnel Licensing system
Document 9389-AN/919	- Manual of Procedures for Airworthiness Organization
Document 9642-AN/941	Continuous Airworthiness Manual

ICAO information may be obtained by writing to: **International Civil Aviation Organization**
(Attn: Distribution Officer)
PO Box 399
Succursale: Place De L'Aviation Internationale
1000 Sherbrooke Street, West
Montreal, Quebec, H3A 2R

APPENDIX 5. DEFINITIONS

The following appendix defines terms used in this advisory brochure and/or the certification process.

“Agent for Service.” The person upon whom service of all notices and processes and all orders, decisions, and requirements of The Liberia Civil Aviation Authority shall be made.

“Charter operation” means operations for which the departure time, departure location and arrival locations are specifically negotiated with the operator’s customer or the customer’s representative.

“Commercial Air Transport” means an aircraft operation involving the transport of passengers, cargo, or mail for remuneration or hire.

“Passenger carrying operation” any aircraft operation carrying any person other than a crewmember, company employee, authorized government representative, or person accompanying a shipment.

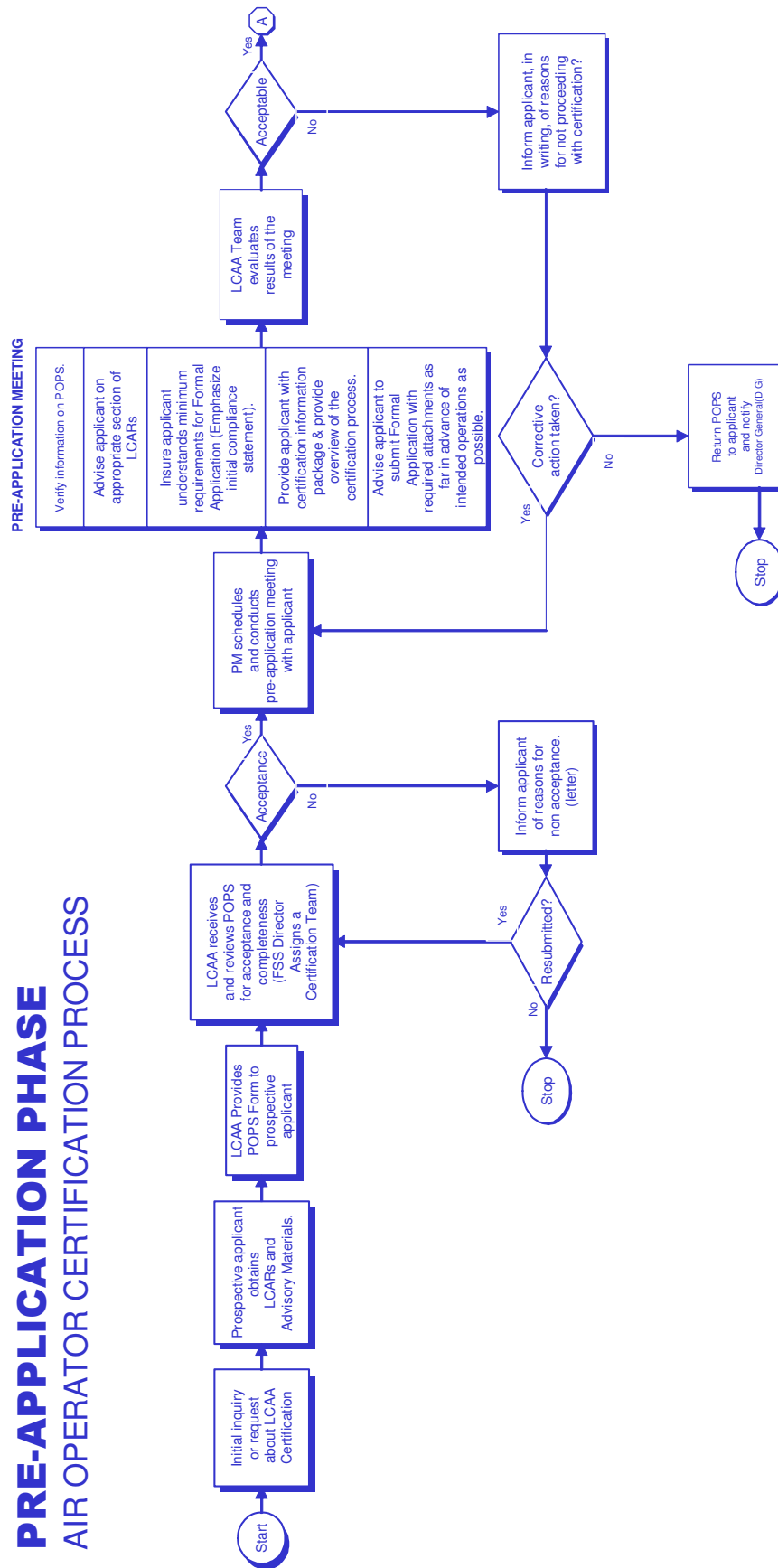
“Principal base of operations” means the primary operating location of a certificate holder as designated by the LCAA.

“Scheduled operation” means an aircraft operation conducted by a commercial air transport operator for which the certificate holder or its representative offers in advance the departure location, departure time, and arrival location.

**APPENDIX 6 -
CERTIFICATION
PROCESS FLOW
CHART.**

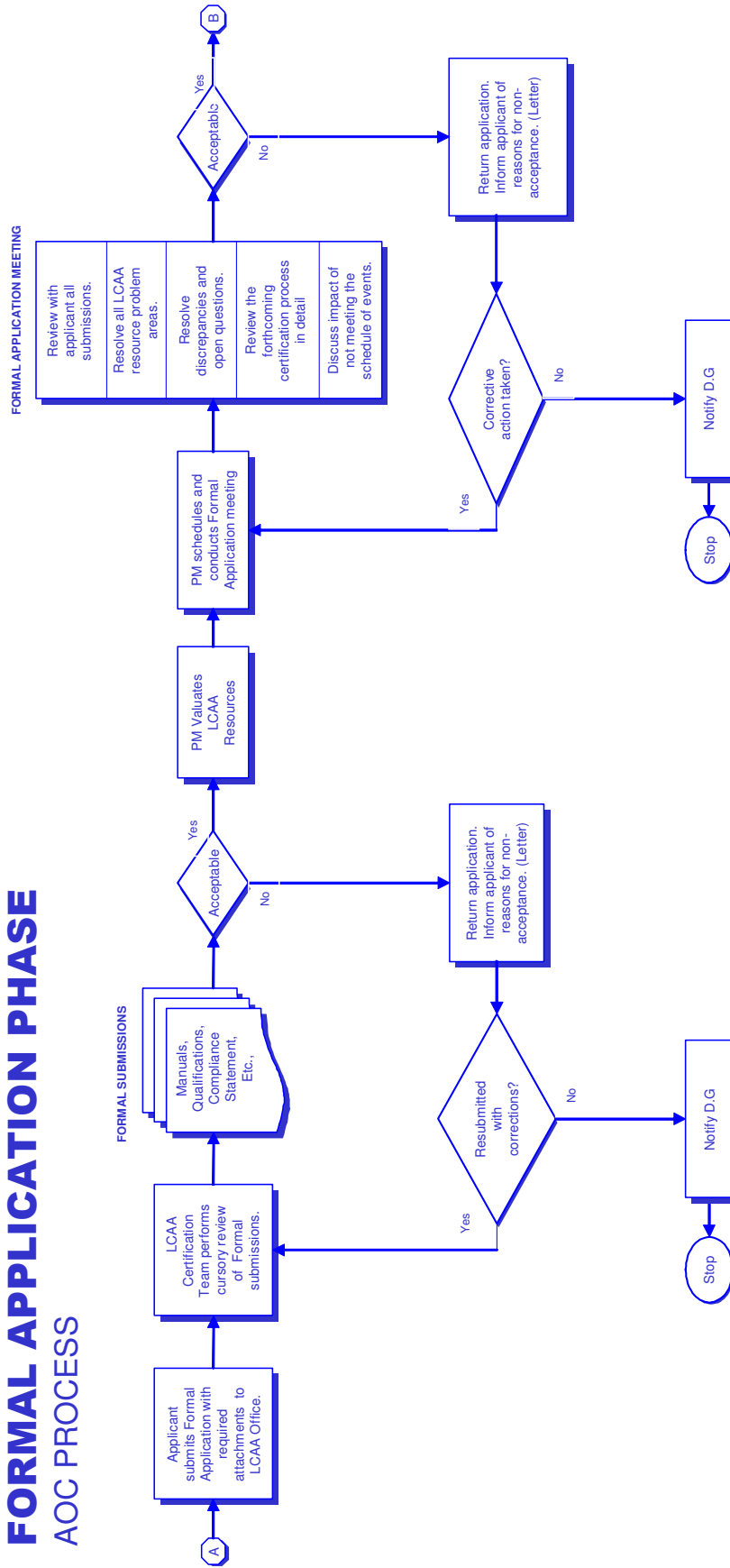
Page 1 of 5

The flow charts on the following pages are representative of the Air Operator Certification Process. This chart also represents the process for the certification of an Approved Maintenance Organization.

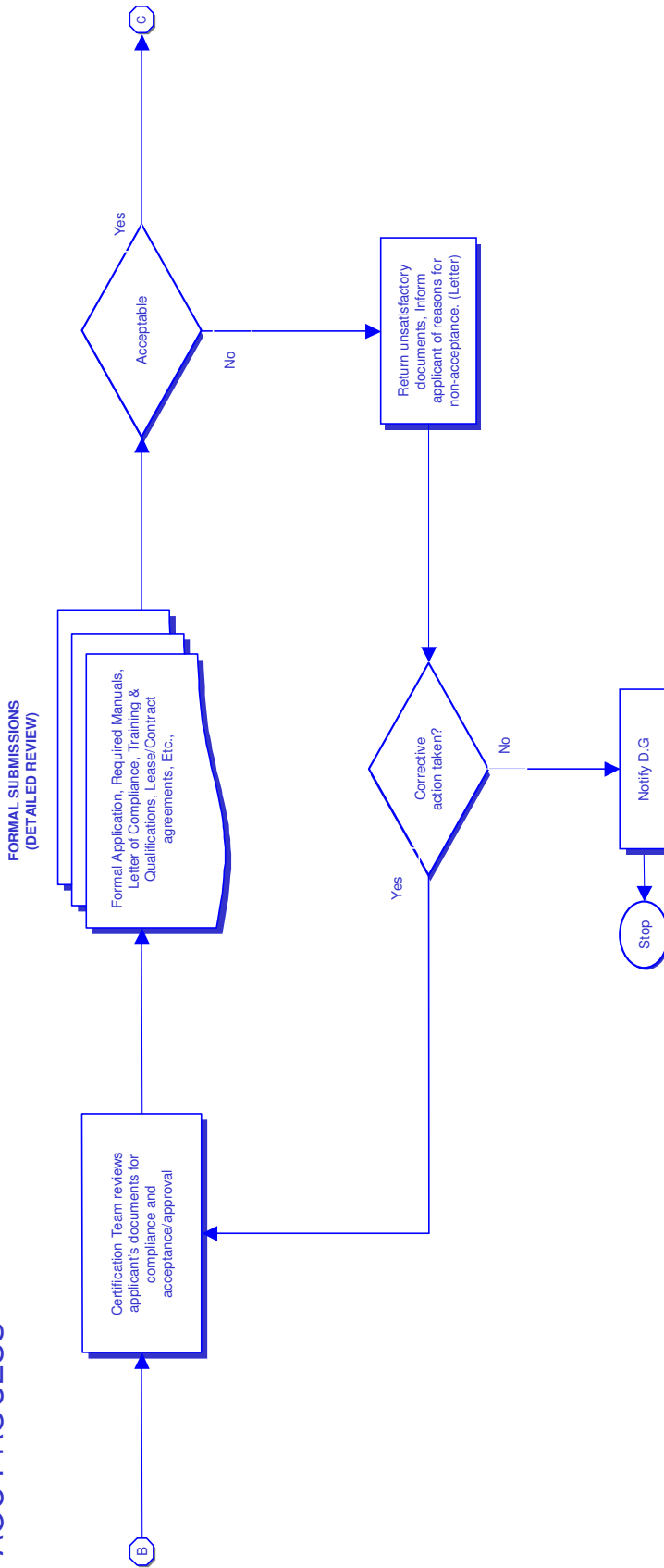


**APPENDIX 6 -
CERTIFICATION
PROCESS FLOW
CHART.**
Page 2 of 5

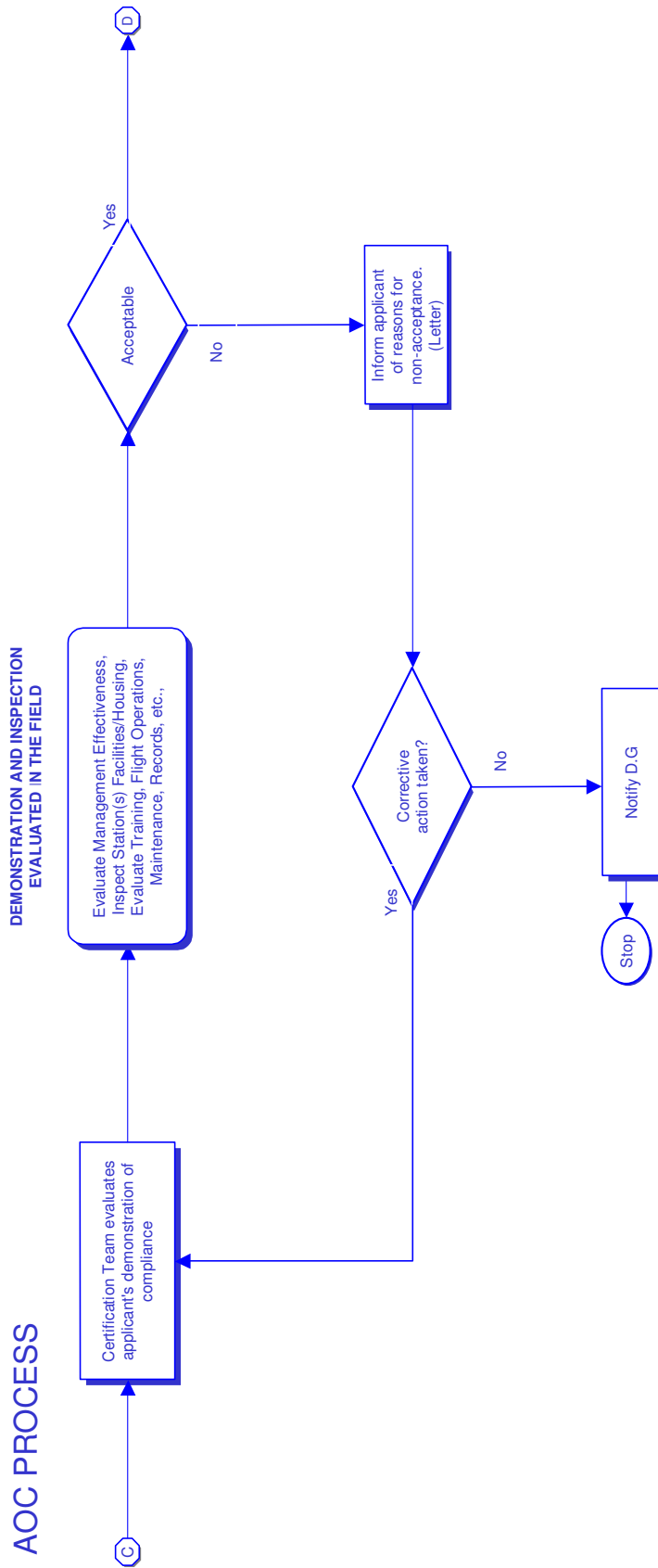
**FORMAL APPLICATION PHASE
AOC PROCESS**



**DOCUMENT COMPLIANCE PHASE
AOC PROCESS**



**DEMONSTRATION AND
INSPECTION PHASE
AOC PROCESS**



**APPENDIX 6 -
CERTIFICATION
PROCESS FLOW
CHART.**
Page 5 of 5

**CERTIFICATION PHASE
AOC PROCESS**

