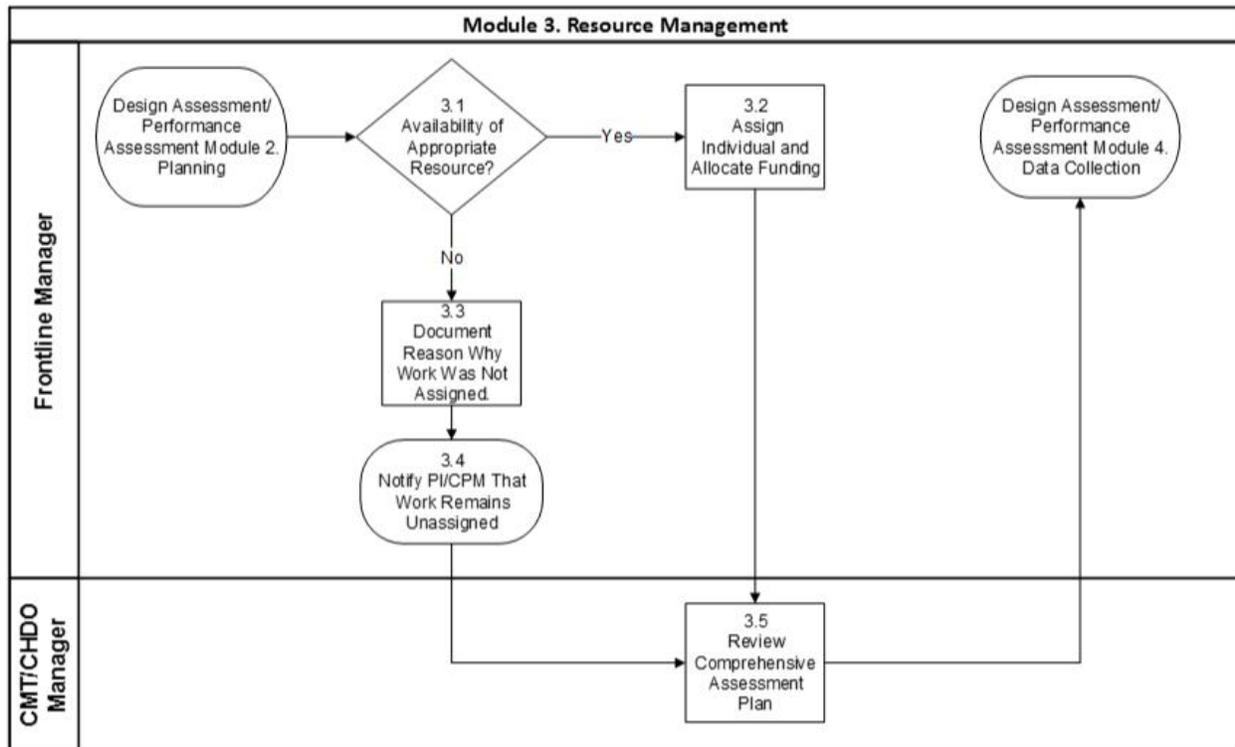


VOLUME 10 AIR TRANSPORTATION OVERSIGHT SYSTEM

CHAPTER 2 PROCEDURES FOR DESIGN AND PERFORMANCE ASSESSMENT

Section 3 Design and Performance Assessment Resource Management

Figure 10-45. Module 3: Resource Management



10-142 RESOURCE MANAGEMENT.

A. Introduction. Resource management is an ongoing process to ensure that available resources are assigned to the highest risk priorities identified in the Comprehensive Assessment Plan (CAP) for continuing operational safety. By comparing the prioritized CAP and available resources, managers ensure that available resources are assigned to tasks with the highest safety priority for a given quarter. Prioritizing and assigning resources based on risk is a critical aspect of the Air Transportation Oversight System (ATOS). CAPs are created independent of resources. Quarterly work programs consist of Design Assessments (DA) and Performance Assessments (PA) that are assigned to aviation safety inspectors (ASI). Unassigned DAs and PAs are eventually documented as work not accomplished because resources are not available.

B. Insufficient Resource Availability. Allocate funding to complete the job at the same time the individual is assigned. If resources are not available, the manager leaves the work unassigned and documents the reasons why. The principal inspector (PI) or certification project manager (CPM) receives notification that the work was not assigned. When insufficient resources are available to complete all the work, the Front Line Manager (FLM) uses the CAP to establish priority when making assignments.

10-143 AVAILABILITY OF APPROPRIATE RESOURCE (see flowchart process step 3.1). The FLM evaluates the CAP against the roster of the Certificate Management Team (CMT) or the Certification Project Team (CPT) to determine whether the appropriate resources are available to accomplish the assessment activities. The FLM considers scheduled leave, scheduled training, training requirements, and other potential constraints. For a certification project, the certificate-holding district office (CHDO) and the regional Flight Standards division (RFSD) determine adequate resource availability during the initial evaluation per the Certification Services Oversight Process (CSOP). The manager should consider the availability of the Flight Standards National Field Office (AFS-900) Certification and Evaluation Program Office and regional and national specialist availability (e.g., resource pilot support).

A. Roster Maintenance. The manager ensures that the roster accurately reflects CMT or CPT membership as active qualified, active nonqualified, or inactive. The manager ensures CMT members do not remain on the roster when an air carrier surrenders its certificate.

1) Qualified Members. Active, qualified members are assigned to the CMT or CPT and meet the baseline training requirements for their assigned position. (See paragraph 10-144 for baseline training requirements.)

2) Nonqualified Members. Active, nonqualified members assigned to the CMT or CPT that have not completed baseline training requirements. (See paragraph 10-144 for baseline training requirements.)

3) Inactive Members. Inactive members are no longer assigned or available to the CMT or CPT.

B. CMT Staffing. A dedicated CMT has oversight responsibility for each air carrier. The CMT develops and executes a CAP tailored to that air carrier. CMT staffing includes specific minimum required positions. Depending on air carrier complexity, additional positions may be necessary. The following individual position titles identify each required position:

1) CMT Manager (Required Position). The CMT manager is the office, section, or unit manager with overall responsibility for air carrier certificate management. The CMT manager is an advocate for ATOS policies, processes, and their integration into the business strategies and operations of the office. The manager will assign ASI resources to the highest safety priorities for a given quarter.

2) FLM(s). FLMs directly supervise, assign, and review the work of CMT members.

a) If the FLM only assigns work to shared resources, then the Air-Carrier-Specific Familiarization Briefing is not required. If the FLM performs data review or conducts SAIs, EPIs, or ConDORs, then the Air-Carrier-Specific Familiarization Briefing is required.

b) FLMs who have not yet received ATOS baseline training must have a qualified FLM assign the work.

3) Principal Operations Inspector (POI), Principal Maintenance Inspector (PMI), and Principal Avionics Inspector (PAI) (Required Position). A PI should not be assigned to more than one Title 14 of the Code of Federal Regulations (14 CFR) part 121 air carrier CMT.

4) Data Reviewer/Data Evaluation Program Manager (DEPM) (Required Position). A DEPM may be assigned to the CMT as a shared resource. In the absence of a DEPM, an FLM can serve as a data reviewer. The DEPM reports to an FLM above the PI. The data reviewer/DEPM must be qualified as an ASI. A DEPM should be assigned to no more than four CMTs. Shared DEPMs report to only one CMT manager and only one FLM, as determined by their RFSD.

a) ASIs. All ASIs assigned to the air carrier certificate are members of the CMT. Assigned ASIs can include those from the following areas of expertise: flight operations, maintenance, avionics, cabin safety, and dispatch. Each CMT has at least one Aviation Safety Inspector—Cabin Safety (ASI-CS), and one Aviation Safety Inspector—Aircraft Dispatcher (ASI-AD) (required positions). The ASI-CS and ASI-AD may be shared resources. Priority assignment must be a consideration to support CMTs with oversight responsibility of air carriers involved in passenger carriage. ASIs are generally located at the CHDO or certificate management office (CMO). ASIs may be exclusive to a CMO. However, others may also be shared, remotely sited or inspectors used for on-demand data collection.

b) Shared ASIs. Shared ASIs may be approved by a region when only one certificate-holding region (and ideally only one CHDO) is involved. The CMT office manager may approve the use of shared ASIs. Although management should not assign an ASI to more than four CMTs, other factors such as complexity of the air carrier, workload, and experience of the ASI should be considered. Shared ASIs report to only one CMT manager and only one FLM, as determined by their RFSD. All work requests will be coordinated through the ASI's FLM. The ASI's FLM will make the final decision when there is conflict over work requests.

c) Requirements for Remotely Sited Positions. Under certain circumstances, ASIs may have a base location other than the CHDO or CMO. Regional division managers are responsible for establishing and approving remotely sited positions.

1. Regional division managers establish these positions only for situations where the air carrier has very large, noncontract training or maintenance centers located far from the CHDO.

2. A remotely sited position may also be necessary with the expectation of an ongoing, full year of data collection for DAs and PAs associated with the CAP.

3. As the focus of ATOS is on systems-based assessments rather than event- or activity-based assessments, air carrier hubs and employee domiciles are not the sole consideration in this determination.

5) On-Demand Data Collection. CMT office managers may request ATOS data collection assistance from any office that has ASIs available to accomplish SAI, EPI, or ConDOR data collection. These offices include, but are not limited to: International Field Offices (IFO), headquarters (HQ), regions, CMOs, or Flight Standards District Offices (FSDO). If the ASI's office can support the request to collect data without impeding their own ATOS data collection program, then the requesting CMT manager and the ASI's FLM coordinate the assignment of work and funding under the following circumstances:

a) ASIs requested for ATOS data collection must complete baseline training before being assigned to collect data. Being programmed to receive "Other Training" described in this section is not required for the ASI's baseline training. Baseline training consists of:

- All courses of the air carrier (operations or airworthiness, as appropriate) string training (Phases I–IV) or the relevant transition air carrier training, including ATOS 1.2 Interactive Training for ASIs and the Safety Management Course; and
- An air-carrier-specific familiarization briefing.

b) It is the responsibility of the CMT manager and the appropriate PI to ensure that ASIs are provided an air-carrier-specific familiarization briefing appropriate for the ASI's assignment and the air carrier's operation. The scope and duration should be tailored to the ASI's assignment and to the air carrier's operations and can be delivered electronically or in person. The curriculum can be developed from the list of suggested topics in this section under Figure 10-46, Air-Carrier-Specific Familiarization Briefing Outline of Subjects. When ASIs are assigned ATOS data collection, CMTs will maintain a supplemental tracking document to record completion of their air-carrier-specific briefings, including the curriculum, presenter(s), and delivery method.

c) The ASI reports to only one FLM and one office manager. ASIs and their FLMs are added to the CMT roster as active, qualified CMT members. The CMT FLM must coordinate with the ASI's FLM for ATOS data collection work assignments and funding. The ASI's FLM will make the final decision when there is a conflict over work requests.

d) Operations ASIs are not required to be programmed to receive initial training and a type rating in an aircraft type operated by the requesting CMT's assigned air carrier.

e) Airworthiness ASIs are not required to be programmed to receive initial systems training appropriate to their avionics or maintenance specialty in an aircraft type operated by the requesting CMT's assigned air carrier.

6) Operations Research Analyst (ORA). An ORA is assigned to each CMT. Regional or national analysts may provide analytical support.

7) Aviation Safety Technicians (AST) and Aviation Safety Assistants (ASA). If ASTs and ASAs are assigned to the air carrier certificate, then they are members of the CMT.

C. CPT Staffing. A CPT is assigned to each initial certification project before the applicant initiating formal application. The CPT develops and executes a CAP that is tailored to that applicant.

1) General CPT Requirements. For air carriers certificated to operate under part 121, existing part 121 PIs are not used for new certification activities. Other ASIs currently assigned to a part 121 CMT may participate in new certification activities, to the extent that it does not compromise existing air carrier oversight. Available staffing for post-certification should exist or be reasonably projected to be available through reassignments or merit promotion selections. Existing part 121 PIs should not be used for new part 121 certification activities. Other ASIs currently assigned to a part 121 CMT may participate in new certification activities. CPTs for part 121 certification use only ASIs assigned to an air carrier position description.

2) CPT Members. CPT members include:

a) **CPM.** The CHDO manager designates one member of the certification team to serve as the CPM. The person designated as CPM should have completed the baseline training and should have previous experience in certifying an air carrier under part 121. A person designated as CPM should have experience as a PI.

b) **Certification Team Leader (CTL).** The AFS-900 Certification and Evaluation Program Office assigns a CTL and team members to each certification project. This person works with the CPM to communicate and coordinate all certification team activities and ensure adherence to the Certification Process Document (CPD).

c) **Certification Team Members.** The certification team should consist of at least an Operations ASI, a Maintenance ASI, and an Avionics ASI. Each certification project that involves passenger carriage has at least one ASI-CS assigned. If the certification is for a cargo-only operation, the certification team must consider cabin safety issues if the applicant has provisions or procedures for carriage of passengers specified in part 121, § 121.583(a). It is a requirement to use an Operations ASI. For each proposed aircraft type, there should be an Operations ASI assigned to the team who is qualified in that aircraft type.

10-144 BASELINE TRAINING. Baseline training requirements are different depending on the position and work function held by the ASI. An ASI may be assigned to a CMT or CPT before receiving baseline training, but it is the responsibility of the CMT manager and the FLM/supervisory PI to ensure ASIs are not assigned an SAI, EPI, or ConDOR until they have received the baseline training. Data reviewers must complete baseline training before reviewing data. Baseline training is a combination of multiple prerequisite courses and any additional curricula that the CMT/CPT defines. The prerequisite course material is unique to each ASI specialty. Table 10-7, Baseline Training Requirements for ATOS, provides baseline training requirements for all positions.

Table 10-7. Baseline Training Requirements for ATOS

Position	Requirements
ASIs assigned to a Certification Project Team (CPT) or Certificate Management Team (CMT)	<p>To collect data:</p> <ol style="list-style-type: none"> 1. Based on the inspector's specialty (air carrier operations or airworthiness), all courses of their string training (Phases I–IV) or the relevant transition air carrier training. 2. ATOS 1.2 Interactive Training for ASIs. 3. Air-Carrier-Specific Familiarization Briefing. 4. Other training. (See paragraph 10-146.) CMT Operations and Airworthiness inspectors programmed for their training may perform data collection activities.
PIs	<p>PI functions in ATOS:</p> <ol style="list-style-type: none"> 1. Based on the inspector's specialty (air carrier operations or airworthiness), all courses of their string training (Phases I–IV) or the relevant transition air carrier training. 2. ATOS 1.2 Interactive Training for ASIs. 3. Air-Carrier-Specific Familiarization Briefing. 4. Other training. (See paragraph 10-146.) CMT Operations and Airworthiness inspectors programmed for their training may perform data collection activities. 5. ATOS 1.2 Interactive Training for PIs and Managers (required for all new PIs and managers).
DEPMs	<p>To review data:</p> <ol style="list-style-type: none"> 1. ATOS 1.2 Interactive Training for PIs and Managers (required for all new PIs and managers). 2. Air-Carrier-Specific Familiarization Briefing. 3. ATOS 1.2 for DEPMs and Data Reviewers. <p>To collect data: See ASIs assigned to a CPT or CMT.</p>
FLMs	<p>To assign work: ATOS 1.2 Interactive Training for PIs and Managers (required for all new PIs and managers).</p> <p>To collect data: See ASIs assigned to a CPT or CMT.</p> <p>To review data:</p> <ol style="list-style-type: none"> 1. ATOS 1.2 Interactive Training for PIs and Managers (required for all new PIs and managers). 2. Air-Carrier-Specific Familiarization Briefing. 3. ATOS 1.2 for DEPMs and Data Reviewers.
Office Managers	ATOS 1.2 Interactive Training for PIs and Managers (required for all new PIs and managers).
On-Demand ASIs	<p>To collect data:</p> <ol style="list-style-type: none"> 1. Based on the inspector's specialty (air carrier operations or airworthiness), all courses of their string training (Phases I–IV) or the relevant transition air carrier training. 2. ATOS 1.2 Interactive Training for ASIs. 3. Safety management course. 4. Air-Carrier-Specific Familiarization Briefing.

Position	Requirements
ASIs not assigned to a CMT	Can only submit Dynamic Observation Reports (DOR) and random inspections. No baseline training requirements.
Aviation Safety Technicians (AST)	To be determined by office manager or FLM.
Aviation Safety Assistants (ASA)	To be determined by office manager or FLM.
Operations Research Analysts (ORA)	To be determined by office manager or FLM.
Regional Personnel	To be determined by manager.

10-145 AIR-CARRIER-SPECIFIC FAMILIARIZATION BRIEFING. It is the responsibility of the CMT manager and the FLM/supervisory PI to ensure that ASIs are provided the air-carrier-specific familiarization briefing upon initial assignment to an ATOS CMT. (See Figure 10-46, Air-Carrier-Specific Familiarization Briefing Outline of Subjects, for a list of suggested topics.) The Federal Aviation Administration (FAA) considers ASIs assigned to a CPT or who were assigned to the air carrier when it transitioned to ATOS to have already received the required initial air-carrier-specific familiarization briefing during the certification or transition processes.

A. Applicability. ASIs assigned to CMTs receive briefings in the general topics and subjects that are specific for their specialty. DEPMs receive briefings in the general topics and subjects specific to operations, cabin safety, maintenance, and avionics.

B. Methodologies. A combination of lectures delivered electronically or in person, site visits, and directed self-study presents the air-carrier-specific outline. The manager may decide to conduct the briefings one-on-one, or for a group of new CMT members. The FAA recommends completing the direct self-study during normal working hours. The FAA does not recommend using more than 50 percent of the briefing as directed self-study; however, ultimately the decision belongs to the CMT manager.

C. Recommended Curriculum. Figure 10-46 contains a list of suggested topics. The CMT manager determines which subjects are applicable to the ASI's assignment and the air carrier's operations and determines the amount of lecture and self-study hours. The CMT manager is not required to address every topic in the suggested list.

D. Briefing Presenters. ASIs assigned to the CMT with expertise in the covered subject will conduct lecture portions of the air-carrier-specific familiarization briefings. For those CMT members who provide the air-carrier-specific familiarization briefings, the following electronic Learning Management System (eLMS) courses are available to enhance your presentation skills: Communications Skills to Fast-Track Your Career, Available Presentation Resources, and Presenting Successfully. Contact your Administrative Officer (AO) if you need assistance enrolling in any of these courses.

E. Recordkeeping. Each CMT will maintain a copy of its air-carrier-specific familiarization briefing outline and any self-study materials. The CMT documents successful completion of the initial air-carrier-specific familiarization briefing (eLMS course number 21000001) for each CMT member.

F. Funding. Each CMT is responsible for the costs associated with completing the air-carrier-specific familiarization briefings.

10-146 OTHER TRAINING. ASIs are normally scheduled for formal training programs in accordance with the needs of the CMT, availability of training courses, and national policy. See Volume 5, Chapter 1, Section 2, for additional information on Operations ASI qualifications.

A. Operations ASI Initial Training. Considering the needs of the CMT, availability of training, and national policy, all CMT Operations ASIs (other than on-demand ASIs) must be programmed to receive initial training and a type rating in an aircraft type operated by their assigned air carrier, unless the ASI already holds a type rating for an aircraft type operated by their currently assigned air carrier. ASIs may be programmed to receive recurrent training as required by their assigned responsibilities.

B. Airworthiness ASI Initial Training. Considering the needs of the CMT, availability of training and national policy, all CMT Airworthiness ASIs (other than on-demand ASIs) must be programmed to receive initial systems training appropriate to their avionics or maintenance specialty in an aircraft type operated by their assigned air carrier, unless that ASI has already attained systems training for an aircraft/systems type operated by their currently assigned air carrier.

C. Considering ASIs Not Assigned to a CMT. The following are requirements to conduct ATOS random inspections:

1) Substituting Earlier ATOS Training. ASIs may not substitute earlier ATOS training.

2) Qualifications. Operations and Airworthiness ASIs not assigned to an ATOS CMT must have qualifications on an aircraft used in part 121 operations but do not need qualifications on the inspected aircraft.

3) Air-Carrier-Specific Familiarization Briefing. ASIs who have not received air-carrier-specific familiarization briefing on the inspected air carrier should limit their observations to generic regulatory compliance issues.

D. Briefing on the CPD. ASIs assigned to a CPT receive briefings on the CPD (see Volume 10, Chapter 6, Section 2, Certification Process Document).

E. ORA Training. ORAs receive the following training, as required: indoctrination, Safety Performance Analysis System (SPAS), ATOS baseline training, and training for data-rich carrier programs as needed (e.g., Advanced Qualification Program (AQP), Aviation Safety/Accident Prevention system (ASAP), and Maintenance Reliability).

10-147 ASSIGN INDIVIDUAL AND ALLOCATE FUNDING (see flowchart process step 3.2). When making work assignments, the manager or FLM should consider the ASI's training, experience, qualifications, geographic location, availability, and workload. When the appropriate resource is available based on staffing, training, and funding, the FLM assigns the ASI to the appropriate work assignment and allocates funding.

A. Resource Management by FLM. The FLM assigns and utilizes resources in accordance with the prioritization identified by the PI or CPM in the CAP. There may be situations when an ASI can accomplish lower priority activities at the same time as higher priority activities. When this occurs, the FLM will assign the higher priority item with the lower priority item. The FLM must consider the ASI's higher priority activities and the location before assigning lower priority activities. FLMs should also consider relevant certificate factors when making work assignments, particularly when CMTs share resources. Factors to consider when comparing work requests from two or more CMTs include:

- Enplanements and departures;
- Length of time the carrier held the certificate;
- Fleet size, type, and age;
- Utilization rate;
- Route structure (number of stations, number of FAA regions);
- Type of operation (effect on flying public);
- Number of approved programs (complexity);
- Maintenance contracts;
- Training contracts;
- Crew domiciles;
- Multiple certificate management responsibilities of principals; and
- Wet and dry lease.

B. Other Considerations for Assigning Work to CMT or CPT ASIs.

1) **CAP.** The CAP is the only part 121 assessment work program assigned. It is an option to assign work to ASIs according to Volume 11, Chapter 11, Section 1, Flight Standards Geographic Program, in addition to data collection activities for the assigned CMTs. (Refer to the current edition of FAA Order 1800.56, National Flight Standards Work Program Guidelines.)

2) **FLM.** An FLM can redirect work assignments from one CMT or CPT member to another.

10-148 ASSIGNMENTS FOR DA OR PA.

A. PI Instructions. PIs should provide detailed instructions to assist the manager or FLM in identifying appropriate individuals to assign to SAIs, EPIs, and ConDORs. The manager or FLM should consider ASI training, experience, qualifications, geographic location, availability, and workload.

B. Data Collection Tool (DCT)-Specific Instructions. Some DCTs may contain specific instructions for additional training, experience, or qualifications that may be helpful in determining ASI assignments. Specific instructions may also include additional references, background information, manuals, or other system documents that should be reviewed, as well as suggestions for specific types of activities and/or reporting instructions.

C. ASI Assignments Can Be Changed Anytime. Assignment changes may include switching from unassigned to assigned or vice versa, and reassigning an assessment from one ASI to another. It is permissible to change ASI assignments for EPIs or SAIs even if work has already begun. Copy work completed prior to changes to prevent the loss of data. The FLM should contact the Help Desk for assistance and a ticket number for tracking if a record removal process is necessary.

10-149 CONSIDERATIONS SPECIFIC TO ASSIGNING AN SAI. The FLM assigns SAI team coordinators (TC) and SAI team members. The FLM may assign an SAI to a single ASI. In that case, the ASI is also the TC. To help the FLM identify appropriate individuals to assign to SAI teams, PIs or CPMs should provide detailed instructions. The FLM should consider ASI training, experience, qualifications, geographic location, availability, and workload.

A. The SAI TC. The SAI TC organizes and coordinates SAI team activities. The TC ensures that activities, such as air carrier personnel interviews, are not redundant and that team members complete all activities to accurately answer the questions on the SAI. The TC is a leadership role that should be assigned to an experienced ASI with a solid knowledge of the air carrier. The TC should have a base location near where most SAI activities will take place.

B. SAI Team Members. ASIs who have varied backgrounds and experience and are from different geographic locations can comprise a team. SAI teams should always contain ASIs with a sufficient knowledge base to assess the element accurately. The ASI(s) designated to complete the SAI should be appropriately trained and knowledgeable on subjects related to the element.

10-150 DOCUMENT REASONS WHY WORK WAS NOT ASSIGNED (see flowchart process step 3.3). The FLM assigns work based on the CAP priorities for a given quarter until no resources remain. The CAP is a risk-based plan created by the PI, independent of the resource function. If resources are not available to complete the entire CAP, then the FLM documents why he or she was not able to assign the remaining work. The CAP should not be modified to accommodate resource shortfalls. The FLM will use the “Not Assigned Reason” drop-down to identify the reason. The drop-down options are: Training, Budget, Staffing, and Other. Use the “Comment” text box to document why the work is not assigned. The work not assigned should be considered by the PI and FLM in future planning and resource management cycles.

10-151 NOTIFY THE PI/CPM THAT WORK REMAINS UNASSIGNED (see flowchart process step 3.4). The FLM notifies the PI or CPM of any work that remains unassigned.

10-152 REVIEW COMPREHENSIVE ASSESSMENT PLAN (see flowchart process step 3.5). After developing the CAP, document the data collection requirements using detailed work instructions. Assign or identify as unassigned all of the data collection activities. The CMT or CPT manager will then review the plan.

A. Justification of Risk Priority. The review ensures that the CAP is risk based and that priorities form the basis for work assignments. The CMT or CPT manager will review the CAP to ensure the elements are prioritized according to risk or proper justification has been entered for elements not prioritized according to risk.

B. Adjust the Plan. A CMT or CPT manager who does not concur with the oversight requirements, priorities, or resource decisions should discuss the issue with the PI and the FLMs. The PI may adjust the plan as necessary. The PI can enter a comment in the plan that explains the reason for an adjustment.

10-153 ONGOING RESOURCE MANAGEMENT. Resource management is a continual task for the CMT or CPT. FLMs should continue to evaluate resources for work plans and consider the needs of special data collection and assessment activities, such as ConDORs and risk management processes (RMP).

10-154 INCOMPLETE WORK RESULTING FROM AN INSPECTOR LEAVING THE CMT OR CPT, OR BEING UNAVAILABLE TO FINALIZE HIS OR HER WORK. The FLM will ensure that before an ASI leaves the CMT or CPT, he or she will finalize all work in progress. If the ASI is unavailable to complete the work in progress, the FLM finalizes the records, reassigns the work, or initiates the removal process for an incomplete record. The FLM should contact the Help Desk for assistance and a ticket number for tracking if the incomplete record removal process is necessary. Once the office manager has reviewed the CAP and finds the content to be satisfactory, he or she will concur with the CAP.

Figure 10-46. Air-Carrier-Specific Familiarization Briefing Outline of Subjects

General Topics—All Specialties	
<p>1. OVERVIEW OF AIR CARRIER.</p> <p>a. Brief History.</p> <ul style="list-style-type: none"> (1) Mergers. (2) Acquisitions. (3) Financial status (i.e., bankruptcies). (4) Compliance attitude. (5) Corporate headquarters location. (6) Main base location. (7) Corporate philosophy. <p>b. Air Carrier Demographics.</p> <ul style="list-style-type: none"> (1) Key personnel (names/phone numbers). (2) Organization chart. (3) Major programs. (4) Location of hubs. (5) Location of training bases. (6) Location of maintenance facilities. (7) Personnel strengths. (8) Agent for service. (9) Communications. (10) Special operations. (11) Fleet demographics. (12) Aircraft numbering system. <p>c. Areas of Operations.</p> <ul style="list-style-type: none"> (1) Type/fleet type of activity. (2) Concentrations of activity. <p>d. Code Sharing/Wet Lease/Interchange.</p> <ul style="list-style-type: none"> (1) Airline participants. (2) Foreign flight attendants (F/A). <p>e. Future Plans of the Air Carrier.</p>	<p>b. Policies and Procedures for Certificate Management Team (CMT) Responsibility for Coverage of Incidents and Occurrences.</p> <p>c. Individual Interests/Specialties Type ratings, areas of interest, background and experience.</p> <p>d. Communications.</p> <ul style="list-style-type: none"> (1) Types of information to be requested directly from air carrier (points of contact). (2) Information available from the CMT. (3) Points of contact and protocol. <p>3. BACKGROUND OF COMPREHENSIVE ASSESSMENT PLAN (CAP).</p> <p>a. Special Emphasis Areas.</p> <ul style="list-style-type: none"> (1) Results of Air Carrier Assessment Tool (ACAT). (2) New and pending issues. <p>4. COMPANY MANUALS.</p> <p>a. Overview of Air Carrier Manual System.</p> <ul style="list-style-type: none"> (1) Manual numbering. (2) Master listing of all parts of the air carrier's manual. (3) Where to find the master listing. (4) Where certain manuals are located. <p>b. Types and Identification of Manuals.</p>

General Topics—All Specialties	
<p>2. CERTIFICATE MANAGEMENT TEAM.</p> <p>a. Key Personnel.</p> <p>(1) Listing (name and phone number of all).</p> <p>(2) Principal inspectors (PI) (including regional hazardous materials (hazmat) branch managers).</p>	<p>(1) Hard copies. (2) Computerized manuals; CD-ROM.</p> <p>c. Location of Manuals.</p> <p>(1) Required on aircraft. (2) Required software, if applicable. (3) Required for crewmembers. (4) Microfiche reader. (5) Required at stations.</p>

Figure 10-46. Air-Carrier-Specific Familiarization Briefing Outline of Subjects (Continued)

General Topics—All Specialties	
<p>d. Distribution and Revision.</p> <p>(1) Determining current revision status. (2) Use of computer, if applicable. (3) What method is used to issue revisions? (4) Tracking responsibilities.</p> <p>e. Alerts and Bulletins.</p> <p>(1) Method to determine current status. (2) Transmission of bulletins and revisions.</p>	<p>b. Quick Reference Handbook Location and Use.</p> <p>c. Safety Briefing.</p> <p>d. Crew Briefing; Communication.</p> <p>e. Required Paperwork/ Documentation.</p> <p>(1) Location of logbooks (flight deck/cabin). (2) Location of minimum equipment list (MEL). (3) Airworthiness release. (4) Placards.</p> <p>f. Unique Fleet/Air Carrier Procedures.</p> <p>g. Aircraft Communications Addressing and Reporting System (ACARS).</p> <p>(1) Weight and Balance (W&B). (2) Release amendments. (3) Communications.</p>
<p>5. SECURITY AND ACCESS.</p> <p>a. Access to Ramp and Facilities.</p> <p>(1) Site-specific requirements. (2) Air carrier’s security coordinators.</p> <p>b. ID Badges.</p> <p>c. Cockpit Keys.</p>	

General Topics—All Specialties	
<p>d. Security Alerts for Travel Advisories.</p>	
<p>6. HAZARDOUS MATERIALS.</p> <p>a. Acceptable Shipments.</p> <p>b. Documentation.</p> <p>c. Location Verification.</p> <p>d. Company Material (COMAT).</p>	<p>9. CABIN PROCEDURES.</p> <p>a. Exit Seating.</p> <p>b. Emergency Equipment.</p> <p>(1) Location.</p> <p>(2) Preflight, if applicable, for F/As.</p>
<p>7. EN ROUTE PROCEDURES.</p> <p>a. Jumpseat Authorization and Procedures.</p> <p>(1) Jumpseat operation.</p> <p>(2) Radio operation; headset location and use.</p> <p>b. Requirement for International Travel.</p> <p>(1) Country clearance forms (passport and visa).</p> <p>8. FLIGHT DECK PROCEDURES.</p> <p>a. Checklist Location and Use.</p> <p>(1) Flight deck flows.</p>	<p>c. Markings and Placards.</p> <p>d. Carry-On Baggage.</p> <p>e. Special Procedures.</p> <p>f. Medical Emergencies.</p> <p>(1) Medical oxygen.</p> <p>(2) Medlink.</p> <p>(3) Automated External Defibrillators (AED).</p> <p>g. Couriers.</p> <p>h. Cargo/Animal Handlers.</p> <p>i. Cockpit/Cabin Communications.</p> <p>j. Carriage of Weapons.</p> <p>(1) Forms and procedures.</p>

**Figure 10-46. Air-Carrier-Specific Familiarization Briefing Outline of Subjects
(Continued)**

Specific Topics—All Specialties	
<p>1. AIR CARRIER PROGRAMS.</p> <p>a. Deicing.</p> <p>(1) General procedures and training.</p> <p>(2) Paperwork.</p> <p>b. Fueling.</p> <p>(1) General procedures and training.</p> <p>(2) Paperwork.</p> <p>(3) Passenger handling during fueling.</p> <p>(4) Bonding and grounding.</p> <p>c. Pushback/Powerback Procedures.</p> <p>d. International Procedures.</p> <p>(1) Crew check-in time.</p> <p>(2) Crew complement.</p> <p>(3) Flight/duty and rest computation.</p> <p>(4) General declaration.</p> <p>(5) Passport and visa requirements.</p> <p>e. Special and Ferry Flight Procedures.</p> <p>f. Cargo Operations.</p> <p>g. Security.</p> <p>(1) Hijack procedures.</p> <p>(2) Interference with crewmembers.</p>	<p>4. OPERATIONS SPECIFICATIONS.</p> <p>a. Exemptions and Deviations.</p> <p>b. Special Areas of Operations.</p> <p>c. Special Authorizations and Programs.</p> <p>(1) Powerback procedures.</p> <p>(2) Single-engine taxi.</p> <p>(3) Extended Operations (ETOPS).</p> <p>(4) Areas of magnetic unreliability (AMU).</p> <p>(5) Lower Landing Minimums (LLM).</p> <p>(6) North Atlantic High Level Airspace (NAT HLA).</p> <p>(7) Flight operations quality assurance (FOQA).</p> <p>(8) Aviation Safety Action Program (ASAP).</p> <p>(9) Reduced Vertical Separation Minimums (RVSM).</p> <p>(10) Category III (CAT III) approach procedures.</p>

Specific Topics—All Specialties	
<p>2. RECORDS AND REPORTING.</p> <p>a. General.</p> <p>(1) Format: paper, microfiche, electronic.</p> <p>(2) Electronic signatures.</p> <p>(3) Security issues.</p> <p>(4) Custody and retention.</p>	
<p>3. STATION FACILITIES.</p> <p>a. Manuals.</p> <p>b. Fueling Equipment and Facilities.</p> <p>c. Maintenance Support.</p> <p>d. Contract Services.</p> <p>e. Passenger and Baggage Screening.</p>	

RESERVED. Paragraphs 10-155 through 10-170.