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<b>AUDIT &amp; INSPECTION CHECKLIST: SMALL &amp; MEDIUM OPERATORS (PART 121)</b>
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Name of operator			
Physical address			
		Postal code	
Postal address			
		Postal code	
Telephone number		Fax number	
Cell phone number		E-mail address	
Audit team			
Base of operations			
Class and type of licences			
Date application received		Operations number	
Date of last audit			
Date of this audit			
Date AOC issued			

## **NOTES:**

### **INSPECTION AND AUDIT FUNCTIONS**

CAA inspection and audit functions confirm for CAA that an operator is operating in compliance with regulatory requirements.

There will be times when it is not possible or necessary to review or examine 100% of a company's operation. This is when sampling principles apply.

Inspection and audit checklists have been developed to provide a systematic approach to the inspection of an operator's various specialty areas. The checklists are designed to identify specific items within each specialty area and to make reference to applicable regulatory requirements. Where an operator fails to comply with these requirements, they will be considered to be in non-compliance and will be required to undertake corrective action.

Take note that a Safety Management System (SMS) is compulsory for all start-up operators as from January 2009 and for all existing operators with a valid AOC as of January 2010.

### **AUDIT PLANNING**

The following should be considered when scheduling an audit:

- The feasibility of the audit dates and time-periods with consideration given to availability of inspectors and the operator.
- The allocation of time for pre-audit/inspection activities.
- Team member travel requirements.
- The compiling of the required documentation.
- The contents of the operator's ops manual and file should be studied for background knowledge and to detect any shortcomings/anomalies.

### **PRE-AUDIT MEETING**

A pre-audit team meeting is important as it informs team members of the expectations of the team leader. It also provides an opportunity for team members to clear up any questions and gain clarity on their specific roles.

### **ENTRY MEETING**

An entry meeting must be held. It is important in that it establishes communications between the Operator's and CAA's audit teams. (See appendix for an agenda).

### **AUDIT FINDINGS**

Audit findings are the foundation of the audit report so it is important that they be completed in accordance with the requirements.

### **CLOSING MEETING**

The closing meeting is conducted to ensure that the Operator's senior management have been fully debriefed on the results of the audit.

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>ORGANIZATION / MANAGEMENT</b>				
CATS 121.04.2.1. 2 Operations Manual	<b>ORGANIZATIONAL STRUCTURE</b>				
	Is there a description and organogram?				
	Confirm Management Plan is contained in the Operations Manual and that it is being implemented.				
	<b>NOMINATED POST HOLDERS:</b>				
	• Chief Executive Officer				
	• Responsible Person Flight Operations				
	• Responsible Person Flight Crew Training				
	• Responsible Person Safety and Security				
	• Responsible Person Aircraft				
	• Responsible Person Ground Operations				
	Are their Responsibilities and Functions Defined and Formalised?				
	Where?				
	Does senior management continually monitor and strive to improve the company safety and quality policy effectiveness?				
	How?				
	Do they communicate the importance of meeting statutory and regulatory requirements?				
	How?				
	Do they ensure that safety and quality objectives are understood and maintained by all personnel?				
	Are periodic management- safety- and quality meetings and reviews conducted?				
	Where are they documented?				
	Do inputs to the management review include				
	• Results of audits				
	• Safety and quality issues/outcomes				
	• Operational feedback				
• Changes in regulatory policy or CAA legislation					
• Status of corrective and preventive actions					
• Follow –up actions from previous management reviews?					
Where is this documented?					
121.04.2/A IC 30.14	<b>FLIGHT SAFETY MANAGEMENT</b>				
	Is there a Safety management system?				
	Is there a Safety Manager, with significant authority, who has sufficient flying knowledge and experience to be responsible for the accident prevention and flight safety programme?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	Is the Safety Manager independent from line- and operational management activities and reporting directly to the CEO/Accountable manager?				
	Confirm				
	Is there a control/feedback system enabling Safety- and Quality related concerns to be addressed to Senior management and to ensure corrective and preventive actions are carried out as necessary?				
	What form does it take?				
	E.g. Are minutes/records of Safety and other related meetings kept specifying persons responsible, action required, action taken, return dates and feedback to Senior management, etc?				
	Are these minutes distributed to the appropriate persons?				
	How is this process controlled?				
	Is there a documented accident prevention and flight safety programme?				
	Where?				
	<b>QUALITY ASSURANCE</b>				
	Is there a Quality Assurance system and associated policy statement?				
	Is there a Quality Assurance program?				
	Has AIC 18.28/CATS, with emphasis on par (7), been used as basis?				
	Confirm compliance				
	Is there a Quality- Manual/Section?				
	Is there an organogram and a general description of the Quality System and are management- and control lines identified?				
	Is there a Quality Manager, with significant authority and who has sufficient flying knowledge and experience to be responsible for the Quality assurance and internal evaluation or audit programme?				
	Confirm				
	Is the Quality manager suitably qualified?				
	Is the Quality Manager independent from line- and operational management activities (preferably not one of the nominated post holders but could be the CEO if he/she is not one of the nominated post holders as well) and reporting directly to the CEO/Accountable manager?				
	Confirm				
	Is there a control/feedback system enabling Quality- and Safety related concerns to be addressed to Senior management and to ensure corrective and preventive actions are carried out as necessary?				
	What form does it take? e.g. Are minutes/records of Quality and other related meetings kept specifying persons responsible, action required, action taken, return dates and feedback to Senior management, etc?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	Are these minutes distributed to the appropriate persons?				
	How is this process controlled?				
	If the Quality/Audit function is outsourced, does the organisation still ensure control over it?				
	How?				
	Is the control identified within the management system?				
	Does the Operator ensure that these external auditors carry out their responsibilities according to the Operator's requirements and Legislation?				
	How? (E.g. by means of a formal contract, etc.)				
	Are they familiar with the Operator's type of operation?				
	In this case, is there a control/feedback system as well, enabling Quality- and Safety related concerns to be addressed to the Operator's senior management and to ensure corrective and preventive actions are carried out promptly if necessary?				
	What form does it take?				
	<b>QUALITY AUDITS (QA'S)</b>				
	The purpose of QA's is to confirm that Operator policies, structures, facilities, resources and procedures remain relevant to the Operator's operation; to ensure conformance with regulatory and management system requirements; and identify potentially unsatisfactory practices or procedures before they cause an accident or incident.				
	Where is this specified by the Operator?				
	Is there an audit team either dedicated or otherwise?				
	Are they independent with no conflict of interest?				
	Do they have direct line reporting to senior management?				
	Are Quality Managers (QM's) and auditing functions independent of Ops and other Line managers? Does/do the QM/s have direct access to the MD's/CEO?				
	Do QM's have access to all parts of the organisation?				
	How is this ensured?				
	Has an audit-schedule/programme been established?				
	Where is this recorded?				
	Does/will the audit scope cover at least the aspects in par (8) (d) of AIC 18.28/CATS?				
	Are company wide internal audits conducted including sub-contracted activities?				
	Where is it recorded?				
	Are audit reports submitted to the CEO/Accountable manager and other relevant managers at the completion of each audit?				
	How is this ensured/controlled?				
	Are actions taken without delay to eliminate detected non-compliances and ensure corrective and preventive actions are carried out?				
	How is this recorded and controlled?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>QUALITY INVESTIGATIONS (Q INV)</b>				
	The purpose of Q INV is to determine the chain of events and to identify and analyse the prime causes of an incident (if required).				
	Are reports submitted to the CEO/Accountable manager and other relevant managers at the completion of each investigation?				
	How is this ensured/controlled?				
	Is there a formal feedback process and are actions taken without delay to eliminate detected non-compliances and ensure corrective and preventive actions are carried out?				
	How is this recorded and controlled?				
	<b>QUALITY TRAINING</b>				
	Are training courses for QA- personnel and auditors planned/carried out for the relevant person/s?				
	Where is it documented?				
	Does existing training for <b>all</b> employees cover the fact that the Operator				
	Operates under SA-CARS 121				
	Has a quality system				
	Has a Quality Manual, and				
	Has a Quality Assurance program?				
	Where is this documented/recorded?				
	<b>QUALITY ASSURANCE WITHIN FLIGHT OPERATIONS</b>				
	<b>INTERNAL CONTROL AS PART OF THE QUALITY SYSTEM</b>				
	The Reporting System detailed below is aimed at keeping management and other functions informed about the performance in the Flt Ops fields. Reports should consist of the following:				
	<b>REGULAR AND NON-REGULAR PRIMARY REPORTS-FROM FLIGHT CREWS</b>				
	Operator Flight record				
	Cabin Crew report				
	Technical log				
	Aircraft log				
	Fuel docket				
	Arrival/Departure message				
	Flight crew and Technical irregularity Report				
	Bird Strike Report				
	Flight Safety Report				
	Captain's Flight Record				
	Cabin Crew Report				
	Flight Test Report				
	Flight crew and Technical irregularity Report				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
121.01.6	<b>REVIEW OPERATORS WET LEASE CONTRACTS (IF APPLICABLE)</b>				
121.01.7					
121.01.8	<b>Wet Lease-In</b>				
121.01.9	Obtain prior approval for foreign registered aeroplanes Duration of lease: 6 calendar months max. per year Wet Lease-In: -From operator who holds AOC Type certified aircraft?				
	Valid COA?				
	Maintained/Operated according to 121?				
	Operated according to AOC?				
	Fleet not predominantly composed of leased aircraft Lease agreement to include 121.01.6(1) as condition				
	<b>Wet Lease-Out</b>				
	Lease-out to non contracting state operator; (shall remain the operator of the aeroplane for the purposes of subpart 6)				
	<b>Lease Between 2 RSA Operators</b>				
	Leasing operator to remain the operator of aeroplane as prescribed in subpart 6 Lease operator to obtain approval from Director of Civil Aviation Conditions of approval shall be part of lease agreement <b>Sub chartering</b> May not exceed five days Director of Civil Aviation informed within 24 hours				
CAR 121.04.1 CATS 91.03.5 Operations Manual CATS121.04.2	<b>DOCUMENTATION AND RECORDS MANAGEMENT</b>				
	<b>Does the Management system documentation include:</b> An Organisation manual containing the organisational scope, structure, safety and quality policies and objectives including a description of management personnel and their respective duties and responsibilities?				
	Operations and Training manuals required by CAA?				
Part 121 Subpart 6 ACT No 115 of 1990	Policy and Procedural manuals required to ensure the effective planning, operation and control of its quality processes?				
	Records required by CAA and ISO standards?				
	<b>AOC/AIR SERVICE LICENCE</b>				
	Does the company possess a valid Licence/AOC?				
	Domestic?				
	International?				
	Both?				
	Cargo/Pax?				
	Both?				
	Are they displayed?				
	Are the types of aircraft still valid?				
	Is the company providing the type of air service as stated on the AOC?				
	Does the company have proof of liability insurance?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>DOCUMENTS TO BE RETAINED ON GROUND (90 DAYS)</b>				
	How is this requirement ensured and controlled?				
	Parts of flight folio.				
	Aircraft Registration				
	Date of Flight				
	Name of Flight Crew Members				
	Duty Assignment of Flight Crew Members				
	Place of Departure				
	Place of Arrival				
	Time of Departure (off-block time)				
	Time of Arrival (on-block time)				
	Hours of Flight				
	Nature of Flight				
	Incidents, observations (if any)				
	Signature of Pilot in Command				
	Current Maintenance Status Statement				
	Outstanding Deferred Defects				
	Fuel Used				
	Fuel Uplift				
	Load and trim sheet.				
	Passenger list and Cargo manifest.				
	Special loads notification (Dangerous Goods).				
	Copy of Operational Flight Plan				
	General Declaration				
	Are the required documents completed and signed?				
	<b>OPERATIONS MANUAL</b>				
	Approved and amendments reflect current policy and procedures?				
	Structure comprises the following				
	Part 1: General				
	Part 2: Aeroplane Operating Matters				
	Part 3: Route and Aerodrome Instructions Information				
	Part 4: Training				
	Do aircrew members and ground operations personnel, such as operational controllers and dispatchers, have a copy of the appropriate part of the Ops Manual?				
	How are the above two requirements controlled?				
	How are crew kept current on the contents of the Ops manual? (E.g., Periodic open book quizzes).				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
Part 91.03.1	<b>AIRCRAFT DOCUMENTATION:</b>				
	How does the Operator ensure and control that the following documentation is retained and available on board aircraft and is also in good condition?				
	Flight folios				
	Certificate of Airworthiness				
	Certificate of Registration				
	Licence of Flight Crew Members				
	Certificate of Safety (Release to Service)				
	Journey Logbook or General Declaration				
	Passenger Manifest				
	Manifest and Detailed Declaration of Cargo				
	Mass and Balance Report				
	Noise Certificate				
	List of Visual Signals for Intercepting/Intercepted Aircraft				
	Aircraft Flight Manual				
	Noise Certificate				
Radio Station Licence					
CATS 121.4.2 PART 2 Par. 2.2.10	<b>MEL</b> CAA approval and/or confirm compliance with MMEL				
	<b>CAR/CATS</b> Updated and complete?				
	<b>AIC AND NOTAMS</b> Updated and complete?				
121.07.3 and 121.07.4 Operations Manual	<b>OPERATIONS</b>				
	<b>OPERATIONAL CONTROL AND SUPERVISION</b>				
	Is there adequate organization, control and supervision of flight operations and training?				
	How is this ensured?				
	Are there regular, documented flight operations meetings and reviews?				
	Are there regular, documented flight operations technical reviews?				
	Are minutes kept and is there a control/feedback system enabling concerns to be addressed to Senior management and to ensure corrective and preventive actions are carried out as necessary?				
	What form does it take?				
	Is there a process for establishing operational policies and procedures?				
	Where?				
Are operations personnel receiving safety/operational information in a timely manner					
What is the process?					

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>BUILDING AND BASE FACILITIES</b>				
	Are office facilities adequate?				
	Are there adequate passenger and cargo handling facilities/equipment?				
	Is there an Operations library?				
	Is there an aircraft technical library?				
	Are there crew-briefing facilities				
	Are there crew- and staff rest rooms?				
CATS 121.04.2.4 PART 4	<b>DISPATCHERS AND OPERATIONS</b>				
	<b>OFFICERS/CONTROLLERS</b>				
	Is there an explicit management structure and lines of authority for Dispatchers and Ops officers/controllers?				
	Where are they documented?				
	Are their responsibilities clearly defined?				
	Where?				
	Are all Ops Controllers and Dispatchers formally trained?				
	How?				
	Is there a formal syllabus?				
	Does it cover all the relevant aspects?				
	Do they have the experience appropriate to their position?				
	How is this ensured?				
Operations Manual	<b>SYSTEM OF FLIGHT FOLLOWING</b>				
	Is there a system in operation?				
	Is the system formally managed and controlled?				
	How?				
	Are there adequate facilities and comms available?				
	Confirm				
121.02.4 121.07.1	<b>ROUTES AND AREAS OF OPERATION</b>				
	The PIC must demonstrate within the past 12 months				
	• Knowledge of route				
	• Knowledge of aerodrome				
	• Knowledge of procedures over high density traffic/inhabited areas				
	• Knowledge of obstructions, physical layout, lighting, holding, instrument approach, operating minima, and SID/STAR of aerodrome				
	• Knowledge of any specific navigational qualification which may be required over the route				
How and when is this done?					

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>RNAV and MNPS</b>				
	Crew trained and aircraft certified?				
	<b>RVSM</b>				
	Crew trained and aircraft certified?				
	<b>SCHEDULED OPERATION: {PAR. (a) (i) &amp; (ii)}</b>				
	Are ground facilities and Services including				
	Meteorological services provided?				
	Confirm				
	<b>TWIN ENGINE OPERATION: PAR(C)</b>				
	If a twin-engine aircraft is used, are adequate airfields available within the time and distance limitations as prescribed?				
	Described in Ops specifications?				
	Is ETOPS applicable? If so, are the ETOPS rules contained in CATS 121.07.1 applied?				
	How is this ensured?				
121.07.6 CATS 91.07.2	<b>MINIMUM FLIGHT ALTITUDES</b>				
	Does the Operator have a process in place to establish minimum flight altitudes?				
	Where?				
	Are there specified methods included in the Ops manual and are they applied?				
	Are performance and operating limitations as per CARS 121.07.6 par 2 and 3 and Subpart 8 and CATS 91.07.2 taken into account?				
	Where and how?				
121.07.7 CATS 121.07.7	<b>POLICIES AND PROCEDURES</b>				
	Does the Operator ensure that Operations policies and procedures are appropriately and consistently applied?				
	How?				
	Is there a policy regarding procedure violations?				
	Where?				
	Are take off minima procedures applied? (See also Low Visibility Procedures (LVP's))				
	Where and how?				
	Is there a policy regarding the use and suitability of alternates for T/O and Destination?				
	Where? Please specify				
	Are there sufficient procedures and practises in place to ensure safe visual and instrument approaches?				
	Where?				
	Are there non-precision approach procedures?				
	Where?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	Precision approach: Category I operations. Confirm Operator's policy regarding missed approaches (Commencement and continuation of approach limitations 91.07.25)				
	Are Category II and III- and Low visibility operations catered for? (Part 91 Subpart8). If applicable				
	Is there adequate procedural training?				
	How?				
	Does the Operator ensure that all aircraft operate in accordance with a comprehensive and detailed code of performance?				
	How?				
	Are all significant aircraft performance factors such as wt, alt, temp, r/way gradient and contamination considered?				
	How and where?				
	When operating into special airports?				
	Does the Operator ensure that t/o wt and estimated landing wt will not exceed max wt's as specified in the flight manual?				
	How and where?				
	Does the Operator plan for critical engine failure and to either stop the t/o or still continue safely?				
	Where and how?				
	Does the Operator ensure that en-route, aircraft are still able to continue and remain above min flt alt?				
	How?				
CARS 121.07.10	<b>FUEL POLICY</b>				
	Is the Operators fuel policy and planning detailed in the Ops manual? (In terms of CATS 91.07.12)				
	Is minimum dispatch/departure fuel calculated to include taxi, trip, alternate, contingency and final reserve fuel?				
	Where?				
CARS 121.07.11	Does the operational flight plan have a breakdown of sector fuel?				
	Confirm				
CATS 121.04.5	Are In-flight fuel checks carried out and logged?				
	Where/how?				
	Is there an in-flight re-planning procedure?				
	Where is the above documented and formalised?				
121 Subpart 8	<b>AEROPLANE PERFORMANCE OPERATING LIMITATIONS</b>				
	Do the Operator's procedures/policies ensure compliance of a Class A Aeroplane, if applicable, with the requirements of Subpart 8, Division One for a Class A Aeroplane?				
	How?				
	Where is it documented?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
121.02.10 (Part 2 and CATS)	<b>OPERATORS FLIGHT CREW SCHEDULING SYSTEM</b>				
	Has the Operator established flight- and duty time limitations?				
	Where?				
	How is it monitored/controlled?				
	Are records kept?				
	Is other commercial flying tracked and accounted for?				
	Does the pilot sign a declaration declaring that he/she will not be exceeding their limits by undertaking this flight?				
	If there is a requirement to exceed these limits, is the crewmembers' permission obtained and is CAA informed/approval requested?				
	<b>AEROPLANE OPERATING MANUAL(S)</b>				
	Is it included or referred to in the Ops manual?				
	Is each crewmember provided with a copy of the parts relevant to his/her duties?				
	How is this ensured and controlled?				
Ops manual/CATS 121.04.5	<b>OPERATIONAL FLIGHT PLAN</b>				
	Is it completed for each flight?				
	Is it signed?				
	Are all entries current and of permanent nature?				
	Is it complete i.r.o all required detail?				
	Is it retained for 90 days?				
	How are all these actions controlled for compliance?				
	Confirm compliance with CATS 121.04.5				
CATS 121.4.2 PART 1 Par. 2.1.11/ Ops manual	<b>EMERGENCY RESPONSE PLAN</b>				
	Confirm the process and organisation for handling of accidents and incidents as described in Ops/Manual				
	<b>FLIGHT CREW TRAINING</b>				
CATS 121.4.2 PART 1 Par. 2.1.11	<b>TRAINING MANUAL</b>				
	Confirm approval and currency				
	Compare with onboard normal and emergency checklists				
CATS 121 Subpart 3 and Operations Manual Part 4	<b>TRAINING RECORDS</b>				
	Confirm copies of licenses and all other relevant records and reports				
	Confirm upkeep				
	Verify that all recurrent programs are carried out				
	Is there a system in place to ensure that crew is current in all aspects of Part 121 training requirements?				

CAR Ref	REQUIREMENTS	Not Applicable	Satisfactory	Not Satisfactory	Note Number
	<b>CONVERSION COURSE</b>				
	Approved syllabi?				
	<b>ANNUAL ROUTE CHECKS</b>				
	Recorded and validity?				
	<b>RECURRENT TRAINING / SIX MONTHLY PROFICIENCY CHECKS</b>				
	Confirm currency and recency and if operating on more than one type				
	<b>CRM</b>				
	Confirm Initial and recurrent training				
	Recurrent training every 12 months				
	Course completed over 4 year period				
	<b>DANGEROUS GOODS</b>				
	Confirm Initial and recurrent training				
	Recurrent training every 24 months				
	<b>RNAV (RNP 5), RVSM and NAT MNPS (Oceanic)</b>				
	If applicable.				
	<b>FLIGHT SIMULATORS</b>				
	<ul style="list-style-type: none"> <li>All simulators approved?</li> </ul>				
	<ul style="list-style-type: none"> <li>Frequency Satisfactory?</li> </ul>				

<b>DEBRIEF</b>		
<b>Operator Representatives</b>		
<b>Team</b>		
<b>Operations</b>		
<b>Training</b>		
<b>Administration</b>		
<b>Documentation</b>		
<b>Recommendations</b>		
<b>SIGNATURE OF INSPECTOR</b>	<b>NAME IN BLOCK LETTERS</b>	<b>DATE</b>
I was de-briefed on the inspection/audit, have read and accept*/do not accept* the findings and observations of the flight operations inspector/s and have received a copy of the report. <i>*Delete which is not applicable</i>		
<b>SIGNATURE OF OPERATOR'S REPRESENTATIVE</b>	<b>NAME IN BLOCK LETTERS</b>	<b>DATE</b>





**CONCLUSIONS: FINDINGS AND OBSERVATIONS**

**SEVERE NON-COMPLIANCE**

(Constitutes non-compliance which necessitate the exercising of immediate discretionary enforcement action/powers vested in the inspectors, authorized officers and/or authorized persons in the interest of safeguarding aviation safety)

**MAJOR NON-COMPLIANCE**

(Constitutes non-compliance requiring the client to develop action plans with time frames and coupled with a follow-up inspection to verify rectification of the non-compliance)

**NON-COMPLIANCE**

(Constitutes non-compliance which is left to the client to rectify and which will not necessitate a follow-up inspection but which can be followed up at the next inspection. The client is required to notify the CAA when the rectification has been effected within an agreed timeframe.)







## APPENDIX A

1. Entry meeting agenda
2. Thank the operator for their attendance, co-operation and use of their facilities.
3. Introduce the team.
4. Explain the purpose of the inspection/audit.
5. Emphasise confidentiality of the inspection/audit.
6. Define the objective and scope of the audit: to establish the correct implementation of procedures set out in the ops manual and other relevant regulations. Point out, however, that international best practice and good common sense cannot always be covered by legislation and the checklist may, therefore, in the interests of flight safety, contain a few items of this nature.
7. Explain the methodology and that there will be times when it is not possible or necessary to review or examine 100% of a company's operation. This is when sampling principles apply.
8. Explain non-compliance and the associated gradings.
9. State when team and team/operator liaison meetings will take place.
10. Confirm logistical arrangements e.g. available office space, time for meals, etc.
11. Verify that all operator staff members are aware of the audit/inspection taking place.
12. Explain the purpose of the closing meeting and confirm the detail and time if possible.
13. Allow time for the operator to ask questions.
14. Allocate inspectors to various departments if need be.