



CHAPTER 24

Management Personnel Evaluation

1.0 PURPOSE

- 1.1 This Chapter provides guidance and procedures to Inspectors on evaluation of AOC Management personnel in line with 9.2.2.2 of the Nigeria Civil Aviation Regulations.

2.0 REFERENCES

- 2.1 [Part 9 of the Nigeria Civil Aviation Regulations.](#)
- 2.2 CHECKLIST: [CL:O-OPS026](#)

3.0 GUIDANCE AND PROCEDURES

Inspectors shall conduct a review of the resumes and interview each of the applicant's management personnel to validate their qualifications to ensure that they meet the requirements of the applicable Regulations. The process will include questioning the nominees so that they can demonstrate knowledge with respect to the Regulations and standards necessary to carry out the duties and responsibilities to ensure safety and the maintenance of their AOC.

4.0 RESPONSIBILITIES

- 4.1 During the Certification, the Certification Project Manager (CPM) is responsible for the quality of this process. On receipt of the applicant's nominations with resumes, and after their initial review by assigned team members, the CPM is responsible for scheduling the meeting to conduct the task.
- 4.2 The Applicant is responsible for the attendance of nominated management personnel.

5.0 PROCEDURE

- 5.1 The following is a summary of the procedures:
- 5.1.1 The Authority certification team will design questions, which will test the nominee's familiarity with the applicant's Manuals;
- 5.1.1.1 The effectiveness of the Manual organization and content will also be evaluated using the questions;
- 5.1.2 The questions should be multi-disciplinary in nature, i.e. involve Operations, Airworthiness, Cabin Safety, and/or Stations issues, or any combination thereof;
- 5.1.3 The CPM will document the questions to be used including any assignments;
- 5.1.4 The CPM may utilize any or all team members to assist in the evaluation process;



- 5.1.5 Review resumes for each of the applicant's management personnel;
- 5.1.6 Conduct an interrogation on each of the applicant's management personnel for previous violation history;
- 5.1.7 Conduct an interview on each of the applicant's management personnel to verify dates of original issue and added ratings for their certificates or licenses;
- 5.1.8 Evaluate the qualifications for each of the applicant's management personnel;
- 5.1.9 Conduct a verbal evaluation of the nominee's knowledge of the applicant's manuals by asking questions from the prepared list;
- 5.1.10 After answering a question, the nominee will be required to show where in the Manual the information is located;
- 5.1.11 The nominee and the certification team will jointly discuss the results (self-evaluation) and appropriate follow up action;
- 5.1.12 Individual inspectors of the Certification Team involved in the assessment will record the results for each of the applicant's management personnel in the applicable Appendix attachment to this Order;
- 5.1.13 The inspectors will brief the CPM on any areas of concern;
- 5.1.14 The CPM will coordinate the team's findings with the Director of Operations, Licensing and Training.
- 5.1.15 The CPM will notify the applicant, in writing, of the results of the evaluation process;
- 5.1.16 Any requests for deviations must be forwarded to the Authority with the formal application letter. The deviation request must be in the form of a letter and show a side-by-side comparison of assigned duties and responsibilities for that position;
- 5.1.17 If there are any changes to required management personnel, this process must be repeated accordingly.



5.2 The inspectors involved in the assessment shall complete the applicable Assessment form from the applicable Appendix attached to this Chapter as follows:

- 5.2.1 Director of Operations - Appendix 1
- 5.2.2 Chief Pilot - Appendix 2
- 5.2.3 Safety Manager - Appendix 3
- 5.2.4 Director of Continuing Airworthiness - Appendix 4
- 5.2.5 Quality Manager - Appendix 5

SAMPLE QUESTIONS - TYPICAL

1. Are your areas of responsibility clearly defined in the Manual?
2. Which Manual defines your requirements?
3. Can you summarize your areas of responsibility?
4. What is the smoking policy on board an aircraft?
5. Explain your system for reacting to warning signs.
6. Where in your Manual is the formal Internal Evaluation Programme described?
7. Can you give a brief description of this programme?
8. Describe the programme for employees to report safety concerns and/or procedural problems.
9. What is the process for identifying and correcting root causes of potential safety or procedural problems?
10. Ask the appropriate person if the applicant has a Suspected Unapproved Parts (SUP) programme.
11. How would maintenance be performed at a line station?
12. What are the training requirements for AOC Maintenance personnel?
13. What is the Standard for the transportation of Dangerous Goods?
14. Describe some of the elements of an aircraft operator security programme
15. Who is responsible for ensuring the security of catering?
16. Who in the organization is concerned about safety?
17. What are the procedures for deferred defects?
18. Summarize the process for a major modification?
19. What is the maximum number of hours that a flight crew can be scheduled?
20. Under what circumstances can the maximum duty time be exceeded?
21. What is the maximum extension of duty under these circumstances?
22. Does the pilot in command have the option to refuse to dispatch on the MEL?
23. Under what circumstances would a pilot in command refuse to exceed the maximum flight time and flight duty time?
24. Who has the responsibility for flight supervision?
25. What are the elements of an accident prevention and flight safety system?
26. Under what condition an inspector of the Authority would be denied access to the operator's facility?
27. Under what condition would he be denied access to the cockpit?
28. What is an equivalent system of maintenance?
29. What is the minimum of cabin crew required for dispatch?



APPENDIX 1

CERTIFICATION MANAGEMENT PERSONNEL REVIEW

Regulation 2.2.2 and IS 2.2.2 of part 9 of the Nigeria the Civil Aviation Regulations

DIRECTOR OF OPERATIONS

I have reviewed the credentials of the nominee against IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations.

The nominee for **Director of Operations (Name):**_____ for (enter name of prospective air operator) _____ **does/does not meet** the minimum qualifications of the Regulations for the Director of Operations for the reasons shown below-

- (1) Under Regulation 2.2.2(b) of Part 9 of the Nigeria Civil Aviation Regulations, when conducting commercial air transport operations, a national air operator shall have qualified personnel, with proven competency in civil aviation, available and serving in the required management personnel positions or their equivalent.

Is nominee available to serve in the position?.....(No) (Yes)
Is nominee available to handle AOC management situations?..... (No) (Yes)
Is the employment contract full time?.....(No) (Yes)

- (2) Under IS 2.2.2(d) of Part 9 of the Nigeria Civil Aviation Regulations, the minimum initial qualifications for a Director of Operations shall be-
 - (i) Holds or has held the appropriate license and ratings for which a pilot in command is required to hold for one of the aeroplanes operated; or
 - (ii) Has acquired not less than three years related management experience with a commercial air operator whose flight operations are similar in size and scope; and
 - (iii) Demonstrates knowledge to the Authority with respect to the content of the Operations Manual, the Air Operator Certificate, operations specifications, regulations and standards necessary to carry out the duties and responsibilities to ensure safety, and the maintenance of the Air Operator Certificate.

Does nominee meet the above qualification requirements?...(No) (Yes)
Does nominee demonstrate adequate knowledge about the Manuals and AOC Management situations?.....(No) (Yes)

- (3) Under Regulation 1.1.16(c) of Part 9 of the Nigeria Civil Aviation Regulations, the Director General shall not issue an Air Operator Certificate where the applicant employs or proposes to employ a person in a management position or supervisory capacity who -
 - (i) Held a certificate or license issued by the Authority which was revoked or suspended within the previous five years by reason of criminal, fraudulent, improper action or insanity on the part of such person; or
 - (ii) Contributed materially to the revocation or suspension of an aviation document issued by the Authority.

Is it confirmed that the nominee does NOT match any of the above criteria? (No) (Yes)



Name of Operator	Management Position		NAME OF NOMINEE
Comments:	Acceptable	Not Acceptable	Follow-up Required
Recommended Follow-up Action Required by Applicant:			
INSPECTOR NAME	SIGNATURE	DATE	

APPENDIX 2

CERTIFICATION MANAGEMENT PERSONNEL REVIEW

Regulations 2.2.2 and IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations.

CHIEF PILOT

I have reviewed the credentials of the nominee against IS 2.2.2(e) of Part 9 of the Nigeria Civil Aviation Regulations and find that:

The nominee for **Chief Pilot (Name)**: _____ for (enter name of prospective air operator) _____ **does/does not meet** the minimum qualifications of the Regulations for the Chief Pilot for the reasons shown below-

- (1) Under Regulation 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, when conducting commercial air transport operations, a national air operator shall have qualified personnel, with proven competency in civil aviation, available and serving in the required management personnel positions or their equivalent.

Is nominee available to serve in the position?.....(No) (Yes)

Is nominee available to handle AOC management situations?.....(No) (Yes)

Is the employment contract full time?..... (No) (Yes)

- (2) Under IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, the minimum initial qualifications for a Chief Pilot shall be-
- (i) An Airline Transport Pilot License with the appropriate ratings for at least one of the aircraft used in the operations of the air operator; and
 - (ii) Three years' experience as pilot in command in commercial air transport operations;

Does nominee meet the above qualification requirements?.....(No) (Yes)

Does nominee demonstrate adequate knowledge about the Manuals and AOC Management situations?.....(No) (Yes)

- (3) Under Regulation 1.1.16(c) of Part 9 of the Nigeria Civil Aviation Regulations, the Director General shall not issue an Air Operator Certificate where the applicant employs or proposes to employ a person in a management position or supervisory capacity who:
- (i) Held a certificate or license issued by the Authority which was revoked or suspended within the previous five years by reason of criminal, fraudulent, improper action or insanity on the part of such person; or
 - (ii) Contributed materially to the revocation or suspension of an aviation document issued by the Authority.

Is it confirmed that the nominee does NOT match any of the above criteria? (No) (Yes)



Name of Operator	Management Position	NAME OF NOMINEE	
Comments:	Acceptable	Not Acceptable	Follow-up Required
Recommended Follow-up Action Required by Applicant:			
INSPECTOR NAME	SIGNATURE	DATE	

APPENDIX 3

CERTIFICATION MANAGEMENT PERSONNEL REVIEW

Regulations 2.2.2 and IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations.

SAFETY MANAGER

I have reviewed the credentials of the nominee against IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations and find that:

The nominee for **Safety Manager (Name)**: _____ for (enter name of prospective air operator) _____ **does/does not meet** the minimum qualifications of the Regulations for the Safety Manager for the reasons shown below-

- (1) Under Regulation 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, when conducting commercial air transport operations, a national air operator shall have qualified personnel, with proven competency in civil aviation, available and serving in the required management personnel positions or their equivalent.

Is nominee available to serve in the position?.....(No) (Yes)

Is nominee available to handle AOC management situations?.....(No) (Yes)

Is the employment contract full time?..... (No) (Yes)

- (2) Under IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, the minimum initial qualifications for a Safety Manager shall be-
- (i) Extensive operational experience normally achieved as a flight crew member or equivalent experience in technical aviation management; and
 - (ii) Successfully completed a recognized Air Safety training course acceptable to the Director General.
 - (iii) Meet the requirements of Appendix A to the Advisory Circular NCAA-AC-OPS031

Does nominee meet the above qualification requirements?.....(No) (Yes)

Does nominee demonstrate adequate knowledge about the Manuals and AOC Management situations?.....(No) (Yes)

- (3) Under Regulation 1.1.16(c) of Part 9 of the Nigeria Civil Aviation Regulations, the Director General shall not issue an Air Operator Certificate where the applicant employs or proposes to employ a person in a management position or supervisory capacity who:
- (i) Held a certificate or license issued by the Authority which was revoked or suspended within the previous five years by reason of criminal, fraudulent, improper action or insanity on the part of such person; or
 - (ii) Contributed materially to the revocation or suspension of an aviation document issued by the Authority.

Is it confirmed that the nominee does NOT match any of the above criteria? (No) (Yes)



Name of Operator	Management Position		NAME OF NOMINEE
Comments:	Acceptable	Not Acceptable	Follow-up Required
Recommended Follow-up Action Required by Applicant:			
INSPECTOR NAME _____		SIGNATURE _____	DATE _____



APPENDIX 4

CERTIFICATION MANAGEMENT PERSONNEL REVIEW

Regulations 2.2.2 and IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations

DIRECTOR OF CONTINUING AIRWORTHINESS

I have reviewed the credentials of the nominee against IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations and find that:

The nominee for **Director of Continuing Airworthiness (Name):** _____ for (enter name of prospective air operator) _____ **does/does not meet** the minimum qualifications of the Regulations for the Director of Continuing Airworthiness for the reasons shown below-

- (1) Under Regulation 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, when conducting commercial air transport operations, a national air operator shall have qualified personnel, with proven competency in civil aviation, available and serving in the required management personnel positions or their equivalent.

Is nominee available to serve in the position?.....(No) (Yes)
Is nominee available to handle AOC management situations?.....(No) (Yes)
Is the employment contract full time?..... (No) (Yes)

- (2) Under IS 2.2.2(f) of Part 9 of the Nigeria Civil Aviation Regulations, the minimum initial qualifications for a Director of Continuing Airworthiness shall be-
 - (i) Possession of an Aircraft Maintenance Engineer license; and
 - (ii) Three years' experience in maintaining the same aircraft category and aircraft class used by the national air operator including one year in the capacity of returning aircraft to service.

Does nominee meet the above qualification requirements?.....(No) (Yes)
Does nominee demonstrate adequate knowledge about the Manuals and AOC Management situations?.....(No) (Yes)

- (3) Under Regulation 1.1.16(c) of Part 9 of the Nigeria Civil Aviation Regulations, the Director General shall not issue an Air Operator Certificate where the applicant employs or proposes to employ a person in a management position or supervisory capacity who:
 - (i) Held a certificate or license issued by the Authority which was revoked or suspended within the previous five years by reason of criminal, fraudulent, improper action or insanity on the part of such person; or
 - (ii) Contributed materially to the revocation or suspension of an aviation document issued by the Authority.

Is it confirmed that the nominee does NOT match any of the above criteria? (No) (Yes)



APPENDIX 5

CERTIFICATION MANAGEMENT PERSONNEL REVIEW

Regulations 2.2.2 and IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations.

QUALITY MANAGER

I have reviewed the credentials of the nominee against the Nigeria Civil Aviation Regulations and found that: the nominee for **Quality Manager (Name)**: _____ for (enter name of prospective air operator) _____ **does/does not meet** the minimum qualifications of the Regulations for the Quality Manager for the reasons shown below-

- (1) Under Regulation 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, when conducting commercial air transport operations, a national air operator shall have qualified personnel, with proven competency in civil aviation, available and serving in the required management personnel positions or their equivalent.

Is nominee available to serve in the position?.....(No) (Yes)

Is nominee available to handle AOC management situations?.....(No) (Yes)

Is the employment contract full time?.....(No) (Yes)

- (2) (a) Under IS 2.2.2 of Part 9 of the Nigeria Civil Aviation Regulations, the minimum initial qualifications for a Quality Manager shall be-
- (i) Possession of an Aircraft Maintenance Engineer license; and
 - (ii) Three years' experience in maintaining the same aircraft category and aircraft class used by the national air operator including one year in the capacity of returning aircraft to service.
 - (iii) Be a holder of Aircraft Maintenance Engineers' License in the following ratings: Airframes and Powerplants (Engines) or Avionics, (ratings on aircraft type not essential) with five (5) years working experience in line/base maintenance, maintenance planning or technical services; or
 - (iv) Be a person qualified by holding an academic degree in an aeronautical, mechanical or electrical electronic engineering discipline from a recognized university or other higher educational institution; or
 - (v) Be a holder of a Commercial Pilot License (CPL).

Does nominee meet the above qualification requirements?.....(No) (Yes)

Does nominee demonstrate adequate knowledge about the Manuals and AOC Management situations?.....(No) (Yes)

- (3) Under Regulation 1.1.16(c) of Part 9 of the Nigeria Civil Aviation Regulations, the Director General shall not issue an Air Operator Certificate where the applicant employs or proposes to employ a person in a management position or supervisory capacity who:



- (i) Held a certificate or license issued by the Authority which was revoked or suspended within the previous five years by reason of criminal, fraudulent, improper action or insanity on the part of such person; or
- (ii) Contributed materially to the revocation or suspension of an aviation document issued by the Authority.

Is it confirmed that the nominee does NOT match any of the above criteria? (No) (Yes)



Name of Operator		Management Position		NAME OF NOMINEE
Comments:	Acceptable	Not Acceptable	Follow-up Required	
Recommended Follow-up Action Required by Applicant:				
INSPECTOR NAME _____	SIGNATURE _____		DATE _____	