DIRECTORATE OF AIRWORTHINESS

STANDARDS

(DAWS)

POLICY & PROCEDURES MANUAL

Ref: DAWS PPM

PREFACE

This manual is one in the set of manuals forming the Nigeria Civil Aviation Authority's, Directorate of Airworthiness Standards internal documentation set. These manuals are produced to provide the information, policy and procedures needed to perform the tasks as required by the Civil Aviation Act and the Nigeria Civil Aviation Regulations.

This volume of the manual has been prepared for the use and guidance of Airworthiness Aviation Safety Inspectors in the performance of their duties.

I require all staff to use their manual(s) in the performance of their duties. However, it is emphasized that all matters pertaining to an inspector's duties and responsibilities cannot be covered in this manual. Inspectors are expected to use good judgment in matters where specific guidance has not been given.

The manuals are dynamic documents. As a result of experience, changes in legislation and within the industry, as well as new technology, there may be the need for amendments. I encourage the contribution of comments and recommendations for revision/amendment action to this publication for the improvement of its content.

The Director General of Civil Aviation, identified in the footer of this manual, is accountable for approving the contents and amendments of this manual.

CAPTAIN MUSA S. NUHU * NIGERIA CIVIL AVIATION AUTHORITY (NCAA) DIRECTOR GENERAL OF CIVIL AVIATION

Sept 2023

Capt. Musa Nuhu
Director General of Civil Aviation

RECORD OF AMENDMENTS

The Director of Airworthiness Standards is the only person who can authorize amendments to this Policy and Procedures Manual. Staff and industry partners can initiate amendments using the feedback sheet contained in (section) at the back of this manual.

Amendments are by page replacement or addition, or by re-issue of the complete manual.

The table below shall be completed for effecting any amendments to this manual.

Amendment Number	Page(s) Affected	Date Entered	Entered By	Amendment Number	Page Affected	Date Entered	Entered By
Original	All	18–10-06	DAWS				
Amdt 1	3,5,6,12,19,65, 82 - 85	03– 7- 07	DAWS				
Amdt 2	3, 5, 6, 9, 11, 32, 83, 84, 85	17–01- 08	DAWS				
Amdt 3	3, 5, 6, 9, 10, 11, 12, 18, 32, 47, 50, 65, 72, 82-85	02-10-09	DAWS				
Issue 1	ALL	26-04-2010	DAWS				
Issue 2	ALL	15-12-15	DAWS				
Amdt 1	ALL	10-4-2023	DAWS				
Amdt 2	7, 14, 15, 30, 34	31 – 8 - 2023	DAWS				

DISTRIBUTION

AIRWORTHINESS PPM

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LIST OF ABBREVIATIONS

ASO	-	AVIATION SAFETY OFFICER
ASI	-	AVIATION SAFETY INSPECTOR
AOC	-	AIR OPERATOR CERTIFICATE
AGM	-	ASSISTANT GENERAL MANAGER
DGCA	-	DIRECTOR-GENERAL OF CIVIL AVIATION
DGM	-	DEPUTY GENERAL MANAGER
GM	-	GENERAL MANAGER
DAWS	-	DIRECTORATE OF AIRWORTHINESS STANDARDS
DATR	-	DIRECTORATE OF AIR TRANSPORT REGULATION
DAAS	-	DIRECTORATE OF AERODROME AND AIRSPACE STANDARD
DFA	-	DIRECTORATE OF FINANCE AND ACCOUNT
DOLTS	-	DIRECTORATE OF OPERATIONS, LICENSING, & TRAINING STANDARDS
HAM	-	HEAD, AEROMEDICAL SERVICES
CAA	-	CIVIL AVIATION AUTHORITY
MEL	-	MINIMUM EQUIPMENT LIST
FMA	-	FEDERAL MINISTRY OF AVIATION
NCAA	-	NIGERIA CIVIL AVIATION AUTHORITY
MOR	-	MANDATORY OCCURRENCE REPORTING
EDTO	-	EXTENDED DIVERSION TIME OPERATIONS
CSAM	-	CERTIFYING STAFF AIRCRAFT MAINTENANCE
ICAO	-	INTERNATIONAL CIVIL AVIATION ORGANISATION
SARPS	-	STANDARDS AND RECOMMENDED PRACTICES
AML	-	AIRCRAFT MAINTENANCE LICENCE
MCC	-	MAINTENANCE CLEARANCE CERTIFICATE
AMO	-	APPROVED MAINTENANCE ORGANISATION
AD	-	AIRWORTHINESS DIRECTIVE
SB	-	SERVICE BULLETIN
SL	-	SERVICE LETTER
FM	-	FLIGHT MANUAL
MS	-	MAINTENANCE SCHEDULE
PPM	-	POLICY AND PROCEDURES MANUAL
COREN	-	COUNCIL FOR THE REGULATION OF ENGINEERING IN NIGERIA
ATPL	-	AIR TRANSPORT PILOTS LICENCE
CPL	-	COMMERCIAL PILOTS LICENCE
C of A	-	CERTIFICATE OF AIRWORTHINESS
C of R	-	CERTIFICATE OF REGISTRATION
GA	-	GENERAL AVIATION
AMOC&S	-	APPROVED MAINTENANCE ORGANISATIONS CERTIFICATION AND SURVEILLANCE
ACCA	-	AIRCRAFT CERTIFICATION & CONTINUING AIRWORTHINESS
ASA	-	AIRWORTHINESS STANDARDS & APPROVALS
AOC&S	-	AIR OPERATOR CERTIFICATION & SURVEILLANCE
CHQ	-	CORPORATE HEADQUARTERS
HODAWS	-	HEAD OF DEPARTMENT, AIRWORTHINESS STANDARDS
AFCAC	-	AFRICAN CIVIL AVIATION COMMISSION
BAGASOO	-	BANJUL ACCORD GROUP SAFETY OVERSIGHT ORGANISATION
SSP	-	STATE SAFETY PROGRAMME
RPAS	-	REMOTELY PILOTED AIRCRAFT SYSTEMS
ROC	-	RPAS OPERATING CERTIFICATE
LOSRO	-	LAGOS REGIONAL OFFICE
KADRO	-	KADUNA REGIONAL OFFICE
KANRO	-	KANO REGIONAL OFFICE
PHCRO	-	PORT HARCOURT REGIONAL OFFICE
ABJRO	-	ABUJA REGIONAL OFFICE

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CHAPTER 1
DIRECTORATE OF AIRWORTHINESS STANDARDS

1.1 INTRODUCTION

1.1.1 The Directorate of Airworthiness Standards (DAWS) has been formed to perform the NCAA task of maintaining regular safety oversight of all of the airworthiness aspects of aviation in Nigeria, which includes Air Transport Operators, Approved Maintenance Organizations and oversight of any other person or organization involved in the modification /repair / maintenance of aircraft and training aspects of personnel engaged in Civil Aviation. Effective safety oversight promotes standards and fulfill Nigeria's obligations under the ICAO Convention on International Civil Aviation. The organizational structure of the Directorate of Airworthiness Standards within the NCAA hereafter referred to as DAWS is responsible amongst others to carry out periodic audit of the relevant areas of Nigeria's Aviation Industry.

Amendments to the PPM are issued from time to time as the need arises, so that all concerned will be adequately informed of acceptable operator policies and procedures applicable to the various duties to be performed.

By using the PPM as a guide, there should be reasonable degree of uniformity and standard. If there is any need for a staff member to deviate substantially from the prescribed requirements of any instruction, the Director of Airworthiness Standards (DAWS) must as soon as possible be notified. Full details of the matter with reasons why deviation became necessary, must be given. If it is possible, the DAWS should be notified, for obvious reasons, before any contemplated deviation of procedure is effected.

1.1.2 The essential elements of Nigeria's airworthiness regulatory system include:

a) Registration of aircraft;
b) Aircraft type certificate acceptance;
c) Approval of embodiment of aircraft modifications & repairs;
d) Issue/renewal of Certificates of Airworthiness;
f) Approval of Aircraft Maintenance Organizations;
g) Certification of air operators (airworthiness aspects); and
h) Coordinate with DOLT on Licensing of personnel.
i) Safety Deficiency and Incident Analysis programme under the State Safety Programme

1.1.3 In order to accomplish these tasks, qualified Airworthiness Aviation Safety Inspectors are appointed to the NCAA against established posts, to carry out their duties as per the policies laid down by the DGCA.

1.2 STATUTORY AUTHORITY

1.2.1 NIGERIA'S CIVIL AVIATION POLICY AND REGULATORY FRAMEWORK

a. Civil Aviation Policy

The Nigerian Civil Aviation Policy of 1998 recommended the creation of an autonomous Civil Aviation Authority vested with the responsibilities for Safety and Economic Regulation of the industry.

b. Regulatory Framework

NCAA is an independent and the apex statutory body charged with the responsibilities of monitoring, regulating and setting safety and economic standards for air navigation in Nigeria.

NCAA's functions and responsibilities are carried out through the service units attached to the office of the Director General and the different technical and supporting directorates:

- Directorate of Airworthiness Standards (DAWS)
- Directorate of Air Transport Regulation (DATR)
- Directorate of Aerodrome and Airspace Standards (DAAS)
- Directorate of Finance and Accounts (DFA)
- Directorate of Operations, Licensing and Training (DOLT)
- Directorate of Human Resources & Administration (DHR&A).
- Directorate of Aviation Security
- Directorate of Consumer Protection and Public Affairs
- Directorate of Corporate Services
- Company Secretary/Legal Advisers (CS/LA) office

1.2.2 LAW ESTABLISHING NCAA

The NCAA was originally established under the Nigerian Civil Aviation Authority (Establishment) Act (No. 49) 1999. However, this Act has been repealed and the Authority re-established under Section 4 of the Civil Aviation Act 2022. This Act confers statutory powers to the NCAA for the discharge of both safety and economic regulatory functions in the aviation industry.

1.2.3 NCAA VISION AND MISSION

Section 1.01 a. **Vision**

To be one of the leading civil aviation authorities in the world

Section 1.02 b. **Mission**

To provide aviation safety and economic regulatory services by implementing and developing all Standards and Recommended Practices (SARPS) in the most efficient, effective, quality and technology driven manner to the satisfaction and benefit of all stake holders consistent with the highest international standards and the sustainable development of the industry and national economy

1.2.4 DAWS MANAGEMENT STRUCTURE

DAWS, headed by the Director, Airworthiness Standards, comprises of five (5) departments and a unit, namely: (see Appendix D for organogram)

- Airworthiness Standards and Approvals (ASA) department
- AOC Certification and Surveillance (AOC&S) department
- Aircraft Certification and Continuing Airworthiness (ACCA) department
- Approved Maintenance Organisation Certification & Surveillance (AMOC&S) department
- General Aviation (GA) unit
- Library Services Department

The Directorate of Airworthiness Standards also has airworthiness departments in the five NCAA Regional Offices in Kaduna, Kano, Port Harcourt, Abuja and Lagos.

1.2.5 FUNCTIONS OF THE DIRECTORATE OF AIRWORTHINESS STANDARDS (DAWS)

Detailed functions of the Directorate of Airworthiness Standards include but are not necessarily limited to the following list:

1 Recording, reviewing and processing applications for registration of aircraft, registering and de-registering aircraft as appropriate, and issuing certificates of registration and deregistration;

2 Keeping the national register of civil aircraft and making information from the register available as and at when required;

3 Surveying the maintenance facilities including training provisions, organization and quality control procedures, quality and safety management systems of applicants for issuance, renewal and variation of Approved Maintenance Organisation (AMOs) certificates, both foreign and domestic;

4 Surveying the facilities and procedures of applicants for issuance, renewal and variation of certificates of approval to conduct activities bearing on the management of airworthiness of aircraft, making such issuance, renewal or variation, as appropriate, and maintaining records of same;

5 Assessing the qualifications of persons for designation as approved persons, and of others as alternates, to perform certain airworthiness functions, and monitoring of the activities of these persons from time to time;

6 Issuing approvals for inspection, overhaul, maintenance and repair organizations; and

7 Issuance of Noise and Emission Certificate

8 Approval of embodiment of repairs and modifications

9 Periodic surveillance of AOC, CAMO and AMOs

10 Seminar/workshop development

11 Acceptance of Type Certificates issued by another State;

12 Maintenance of a record of type data of aircraft on the register of the State;

13 Evaluation and survey of an aircraft for issuance of a Type Certificate acceptance and maintenance of type data of aircraft on the register of the State;

14 Preparation and recommendation of statutory and regulatory changes and amendments to the national aviation legislation concerning all matters of airworthiness;

15 Identification and resolution of regulatory problems associated with airworthiness, establishing general and technical policies and procedures on which future airworthiness requirements can be based, and formulation of changes in airworthiness policies and requirements which have a severe economic impact on the aviation industry;

16 Provision of advice on technical matters relating to airworthiness as may be required;

17 Determination of the need for and making recommendations for new or amended policies and procedures dealing with aeronautical engineering matters and for associated research and development projects;

18 Establishment of a liaison with the manufacturers of imported aircraft on the State's register and with type certification authorities in the State of Design;

19 Reviewing aircraft and component manufacturers' service bulletins and airworthiness directives issued by foreign airworthiness authorities to determine their applicability to the national aircraft, and directing corrective action where airworthiness may be affected;

20 Examining current and new international and foreign airworthiness standards related to continuing airworthiness and determining the need for adoption of critical features of those foreign standards into national requirements;

21 Recommending and, where necessary, issuing directives concerning the maintenance, overhaul and repair standards to be met by aircraft and aircraft components and equipment, and procedures to be followed by the aviation industry to comply with the national air law and regulations related to airworthiness;

22 Preparing and distributing advisory material to the aviation industry concerning airworthiness practices and procedures, where such advice does not warrant mandatory action but may still make a significant contribution to flight safety;

23 Preparing and recommending amendments to the national air law concerning all matters of airworthiness;

24 Conferring at national and international levels on matters relating to the regulation of airworthiness;

25 Identifying and resolving regulatory problems associated with continuing airworthiness, establishing general and technical policies and procedures on which future airworthiness requirements can be based, and formulating changes in airworthiness policies and requirements which have a severe economic impact on the aviation industry;

26 Preparing and distributing to the aviation industry a series of documents, available to the public, containing all airworthiness directives specified for general compliance by the aviation industry;

27 Surveying the maintenance facilities including training provisions, organization and quality control procedures of applicants for issuance, renewal and variation of air operator certificates (AOCs), and making recommendations as appropriate with regard to the applications;

28 Conducting periodic surveillance of the facilities, procedures and work of holders of AOCs, making appropriate directions and recommendations and approving amendments to the operator's AOC and to his maintenance and quality control manuals (MP, MCM, MEL, etc.) as appropriate;

29 Review and approval of operators aircraft and component reliability programmes and approving maintenance systems for aircraft, aircraft components and equipment;

30 Approval of leases, agreements, charters and interchange of aircraft, article 83bis;

31 Approvals for EDTO, RVSM, Special Operations approval, etc; with proper coordination with DOLT

32 Investigation, in coordination with the NSIB, of major defects discovered in aircraft and determination of corrective action to be taken where airworthiness may be affected.

33 Recording, reviewing and processing applications for Certificates of Airworthiness, renewals of such certificates and validations of foreign Certificates of Airworthiness;

34 Surveying aircraft for issuance, and renewal of Certificates of Airworthiness and the subsequent execution of such documents as appropriate;

35 Periodically reviewing the airworthiness condition and records of aircraft on the register in order to assess the adequacy of their maintenance and to assess the competence and diligence of the persons who perform the maintenance;

36 Reviewing aircraft and component manufacturers' service bulletins and airworthiness directives issued by foreign airworthiness authorities to determine their applicability to the national aircraft, and directing corrective action where airworthiness may be affected.

37 Monitoring of service bulletins from the manufacturer to determine likely effects on the design and continuing airworthiness of the aircraft and powerplant and to decide steps to be taken to avoid or correct difficulties. If as a result of this activity, it is decided that an inspection or modification is necessary to assure continuing airworthiness of the aircraft, a firm and positive direction (in the form of an airworthiness directive) should be published and directed to all operators and, where the aircraft has been exported to other States, to the airworthiness authorities in those States;

38 Ramp/En-route inspections;

39 Inspection of aviation fueling facilities and equipment;

40 Compliance and enforcement (e.g. sanctions);

41 Aircraft mass and balance evaluation;

42 Inspection of Private category aircraft;

43 Aerial works and agriculture (Airworthiness Aspects);

44 Issuance of Export Airworthiness approvals (export Cof A);

45 Monitoring of continued structural integrity of aircraft in service with a view to determining the need for supplemental inspection to maintain the aircraft in airworthy;

46 Traceability of aircraft parts;

47 Operators assessment of maintenance and operational experience;

48 Investigating major defects discovered in aircraft and determining corrective action to be taken where airworthiness may be affected; analyzing defect experience to detect and correct any trends and to reveal areas most in need of airworthiness improvement, and establishing a service difficulty reporting (SDR) system;

49 Mandatory Occurrence Reports (MOR) system, Safety Deficiency and Incident Analysis programme;

50 Providing loan of staff experts to assist NSIB in the investigation of aircraft accidents as and at when required;

51 Bird strike analysis and reporting in coordination with DAAS under SSP; and Feedback to ICAO

52 Certification of Remotely Piloted Aircraft Systems (RPAS) Operators in coordination with DOLT

NOTE:

Extensive experience over the years has shown that it is very difficult, if not impossible, for States to successfully undertake such a task in view of the size and complexity of many modern aircraft as well as the large number of aircraft on the register of many States.

It should, however, be recognized that it will still be necessary for Directorate of Airworthiness Standards Inspectors to conduct periodic inspections of selected aircraft in order to sample the work standards of approved maintenance and repair facilities.

Although the Directorate of Airworthiness Standards should not be expected to conduct routine detailed inspections of privately owned aircraft it will be necessary for the Directorate of Airworthiness Standards to maintain close surveillance of all such aircraft to ensure that they are properly maintained. If an aircraft is suspected of not being airworthy, it should be regarded as such and its Certificate of Airworthiness should be revoked and the aircraft withdrawn from service. Prior to revalidation of the Certificate of Airworthiness, the aircraft must be given a detailed inspection and any deficiencies corrected by an approved maintenance organization or, qualified licensed maintenance personnel.

1.2.5.1 Duties and Responsibilities – Director of Directorate of Airworthiness Standards (DAWS)

- Aircraft registration and other registration matters
- Issuance of Noise & Emission Certificates
- Technical Search
- Review and annual Surveillance Programs of AOC holders, CAMOs and AMOs submitted by GMs
- Appoint Principal Inspectors
- Propose working teams to the Director of Operations, Licensing and Training (DOLT) for specialized tasks e.g. initial AOC approvals
- Ensure effective coordination with FSG directorates e.g. AOC/ATO Certification, Approvals of aircraft maintenance type courses etc.
- Distribute work-load among staff
- Assign tasks and delegate authority to inspectors
- Conduct/Assess annual staff performance
- Supervise the staff training program
- Act as advisor to the Director General on technical matters
- Act as a point of contact for industry representatives wishing to address issues to NCAA's management
- Perform surveillance/evaluation of reports generated by the Directorate
- DAWS Quality Assurance System
- Coordinate with the Legal Department in the Resolution of Safety Issues
- Ensure efficient operation of the Directorate
- Provide administrative support to the Director General and assist in the discharge of functions related to the Directorate
- Other associated tasks as assigned by the Director General

1.2.5.2 Duties and Responsibilities - General Manager (Airworthiness Standards and Approvals (ASA))

- Type Certificate or Supplemental Type Certificate Acceptance
- Maintenance of record of type data (TCDS) of aircraft on the register
- Approval of embodiment of Modifications and Repairs
- Aeronautical Products Approvals
- DAWS Publications/Guidance Materials/Checklist Review.
- Standardizations in line with ICAO Annexes, Nig. CARs, ICAO Publications and TGMs
- Liaison with international organisation & Research Institutes and Manufacturers (ICAO, IASA, BAGASOO)
- Management of DAWS Fuctional Group on ICAO State Letters and Regulations Committee Matters
- Technical Assistance Programmes
- Research and Development
- Preparation & distribution to the industry series of document containing all ADs for general compliance
- Liaison with DOLT on approval of maintenance aircraft type courses and other PEL matters
- Supervision of all Airworthiness Standards & Approval Activities at all Regional Offices

1.2.5.3 Duties and Responsibilities - General Manager (AOC and Surveillance (AOC & S)

- Initial Issue, Renewal and Variation of AOC (Airworthiness Aspect)
- Initial Issue / Renewal and Variation of Continuing Airworthiness Management Organisations for AOC holders
- EDTO, RVSM, Special Operations Approvals (Airworthiness Aspect)
- Periodic surveillance and audits of AOC holders.
- Conduct inspection of operator's route station facilities
- Approval of Leases, Agreements, Charters and Interchange of aircraft, Article 83bis

- Special Flight Authorizations (AOC holders Opspecs)
- Initial Approval of Maintenance Control Manual (MCM)
- AOC Operations Specifications (Ops Specs)
- Evaluation of Minimum Equipment List (MEL)
- Approval of Aircraftmaintenance Programme Initial and Re-Issue
- Approval of Reliability Programme Initial and Re-Issue
- Approval of Maintenance Training Manual (AOC) Initial and Re-Issue
- Approval of Quality Manual (AOC) Initial and Re-Issue
- Evaluation Aircraft Mass and Balance
- Certification of Foreign Operators
- Incident/Accident Investigation
- MORs & SDRs Investigation and Analysis
- ICAO Incident Feedbacks
- Providing loan of staff to assist the NSIB in the investigation of aircraft accidents.
- Safety Data Gathering/Analysis and Safety Risk Management
- Coordination of the review and approval of the AOC-related SMS Manuals with the State Safety Programme office
- Supervision of all AOC and Surveillance Activities at all Regional Offices.

1.2.5.4 Duties and Responsibilities - General Manager (Aircraft Certification and Continuing Airworthiness (ACCA))

- Coordinate Ramp and Enroute Inspection
- C of A Issue and Pre-importation inspection
- ADs Issuance and SBs Analysis & Compliance
- Aircraft Continuing Airworthiness Documentation
- Certification of Remotely Piloted Aircraft Systems (RPAS/UAS)
- Initial Issue, Renewal and Variation of RPAS Operator Certificate ROC (Airworthiness Aspect)
- Surveillance of Drones and RPAS Operation (Airworthiness Aspect)
- Export C of A / Export Airworthiness Approvals
- Monitoring of continued structural integrity of aircraft in service
- Maintenance Spot Inspection
- ASI Personnel Qualification & Training
- Initial Issue / Renewal and Variation of Continuing Airworthiness Management Organisations (CAMO)
- Initial Approval of Continuing Airworthiness Management Exposition (CAME)
- Aerial Work Certificate Issue / Renewal
- Supervision of all Aircraft Certification and Continued Airworthiness Activities at all Regional Offices

1.2.5.5 Duties and Responsibilities – General Manager (Approved Maintenance Organisation Certification and Surveillance (AMOC&S))

- Initial Issue, Renewal & Variation of AMO (Domestic & Foreign AMO)
- Periodic Surveillance & Audits of AMO's
- Approval of Maintenance Procedures Manual (MPM) Initial and Re-Issue
- Approval of Maintenance Training Manual (MTM) Initial and Re-Issue
- Approval of Quality Manual (AMO) Initial and Re-Issue
- Approval of Safety Management System Manual (SMS) Initial and Re-Issue
- Maintenance Spot Inspection
- Inspect aviation fuelling equipment and procedures
- Fuel Farm Inspection
- Liaison with DOLT on approval of maintenance aircraft type courses
- Investigation of Suspected Unapproved Parts
- Coordination of the review and approval of the AMO SMS Manuals with the State Safety Programme office
- Supervision of all AMO and Surveillance Activities at all Regional Offices.

1.2.5.6 Duties and Responsibilities – Deputy General Manager General Aviation

- C of A Issue of Aircraft used for General Aviation (Private, Corporate, Presidential Air Fleet, ATO, Flying Club etc)
- Maintenance Clearance Certificate (MCC) Issue/Renewal
- Export C of A / Export Airworthiness Approvals
- Approval of Special Operations for General Aviation Aircraft (Letter of Authorization for RVSM, EDTO, PBN etc)
- Surveillance of General Aviation Aircraft Operation (Airworthiness Aspect)
- Maintenance Spot Inspection
- Approval of Aircraft Maintenance Programme (AMP) Initial and Re-Issue
- Approval of Maintenance Control Manual (MCM) Initial and Re-Issue
- Approval of Quality Manual Initial and Re-Issue
- In-house Seminar & Workshop Development
- Technical File Central Control (TFCC) & Administrative Staff
- Coordination of the review and approval of the GA-related SMS Manuals with the State Safety Programme office
- Supervision of all General Aviation Activities at all Regional Offices

1.2.5.7 Duties and Responsibilities of General Manager, Technical Library are in the Technical Library PPM

1.2.5.8 Duties and Responsibilities of Head of Department of Airworthiness (HODAWS) in the Regional Office

- Ramp Inspections
- Flight Clearances
- C of A Renewal
- Maintenance Spot Inspection
- Evaluation of Minimum Equipment List (MEL)
- Coordination of Approval of Revision to Aircraft Maintenance Programme (AMP)
- Coordination of Approval of Revision to Reliability Programme
- Coordination of Approval of Revision to AOC Maintenance Training Manual (MTM)
- Coordination of Approval of Revision to Quality Manual (AOC)
- Coordination of Approval of Revision to Safety Management System Manual (SMS)
- Coordination of Approval of Revision to Maintenance Control Manual (MCM)
- Coordination of Approval of Revision to AMO Procedures Manual (AMO PM)
- Coordination of Approval of Revision to Continuing Airworthiness Management Exposition (CAME)
- Evaluation of Modifications and Repairs.
- Maintenance Clearance Certificate (MCC) Renewal
- Export C of A / Export Airworthiness Approvals
- Surveillance and Audits of AOC/AMO/CAMO
- Inspection of aviation fuelling equipment and procedures
- Surveillance and audits of Fuel Farms (Airworthiness Aspect)

1.2.6 DAWS GOVERNING AND GUIDANCE MATERIAL

The activities of the Airworthiness Aviation Safety Inspectors will be governed by the following:-

(a) Civil Aviation Act.
(b) Nigeria Civil Aviation Regulations Nig.CAR(s).
(c) Directorate of Airworthiness Standards Policy and Procedures Manual.
(d) Technical Guidance Manual Vol. IV- Airworthiness Inspector's Handbook.
(e) Compliance and Enforcement Handbook
(f) Technical Guidance Manual Vol. I – General Inspector's Handbook
(g) Other relevant directives and instructions that may be issued from time to time by the Director General, Nigerian Civil Aviation Authority or by the Director, Airworthiness Standards.

1.2.7 GENERAL PRACTICES AND PROCEDURES

1.2.7.1 PRECAUTIONS TO BE TAKEN BY TECHNICAL PERSONNEL IN PUBLIC MAINTENANCE SERVICES AND AIRCRAFT PRODUCTS.

a. General

In expressing opinions or in giving advice or information to people in the aviation industry with respect to maintenance, alterations or aircraft products, the official must remember that as a representative of the NCAA, the agency may be judged by the measure of his own integrity, common sense and conduct. He can do much to promote aviation and good will for the agency by giving sound advice or passing along good useful information, but can do much harm by expressing biased personal opinions or making derogatory remarks.

b. Opinions Concerning Maintenance Services and Aircraft Product

During the normal course of duty, DAWS personnel acquire considerable information concerning the comparative quality of maintenance and/or alteration and the reliability characteristics of aircraft and component parts and of flight ops practices. As a result, the officials may frequently either be asked to express opinions or be inclined to voluntarily offer opinions with regard to such services or products. The inspector can discuss actual matters pertaining to maintenance services and aircraft products, but shall not, under any circumstances, make derogatory remarks or express opinions which may lead a public listener to believe that the official is biased or holds some service or product in higher regard than other services or products. He may often be inclined to direct attention to services of which he believes to be better than other services and to aircraft product which he considers superior to other products. He must exercise extra caution to curb this inclination.

c. Request for Information Concerning Sources of Services or Products

Officials may frequently be asked by owners, operators and repair agencies to recommend sources of supply for aircraft parts and material or sources of maintenance and alterations. When requested to provide such information, the official is encouraged to advice as possible, but must be completely unbiased and impartial. When providing such information, the inspector is particularly cautioned against recommending any single source or product where more than one source or product is involved. The inspector should refer the person seeking such information to appropriate trade journals, pamphlets, and any other usual sources of information available to the aviation public. He should also encourage the person to contact other users, owners or operators to find a wider selection of sources. In this, as with the expression of opinions noted in the foregoing paragraph, the official must not show partiality or bias or leave the impression that he is recommending some specific service or product.

d. New or Unique Maintenance or Alteration Techniques, Practices or Procedures

Aircraft maintenance engineers, AMO and air operators and other facilities often develop unique new ways of performing maintenance functions or alterations.

In many instances, such techniques, practices or procedures may have been developed after considerable research and expense. In some instances, the results of such effort and expenses may give the developer an economic advantage over others. In this, as with other areas in which the official finds himself taken into the confidence of the developer, the matter should be kept in strict confidence in so far as others are concerned. Even if the developer has no reluctance in telling others about this methods, etc., the official should be very careful in releasing the information. The party to which the information may be imparted should be directed to contact the developer of the information.

1.2.8 INTERPRETATION OF CIVIL AVIATION REGULATIONS

1.2.8.1 GENERAL

There will be many times in an official's daily work routine when he is asked for an interpretation of a rule. It is to be expected that industry treat this reply as the NCAA position on that rule. To prevent improperly researched or invalid interpretations of the Civil Aviation Regulations, it is essential that all interpretations be coordinated with the office of the Director, DAWS and Legal Department. If an official has personal knowledge of a technical interpretation on some particular regulation, he will present that interpretation. Procedures pertaining to day-to-day operations which are obviously covered by a regulation and are monitored by official in their daily surveillance activities can also be freely and routinely discussed. However, if an official is asked for an interpretation about a regulation that applies to a subject outside of his field of expertise and for which there is no written guidance, the official should require a written request for interpretation so it can be coordinated within the DAWS. Good judgment must be exercised in this matter and particular care must be taken on regulation interpretations that may, due to public interest, appear in newspapers, periodicals or be presented in talks with industry groups.

1.2.8.2 ORAL AUTHORIZATIONS

DAWS officials shall not make oral agreements or grant oral authorizations or approvals when existing instructions provide for written authorizations or common sense dictates that the commitment should be in writing. In this connection, it is desirable to have operators or other interested persons confirm in writing that which they propose to do about unsatisfactory conditions called to their attention by an official. Such written confirmation shall serve to protect the official and to support any subsequent action considered necessary.

1.2.8.3 INTERPRETATION OF THE TERM "AIRWORTHY"

A clear understanding of the term "airworthy" is essential for use in the Authority's enforcement program. Basically two conditions should be met before an aircraft can be considered "airworthy":

a) The aircraft must conform to its type design (certificate). Conformity to type design is considered attained when required and proper components are installed and they are consistent with the drawings, specifications and other data that is a part of the type certificate. Conformity would include applicable supplemental type certificates and approved modifications.

b) The aircraft must be in a condition for safe operation. This refers to the condition of the aircraft with relation to wear and deterioration. Such conditions could be skin corrosion, window delimitation/crazing, fluid leaks, tire wear, etc.

1.2.9 CORRESPONDENCE WITH INDUSTRY

1.2.9.1 Formal Correspondence

The official should judge the need for writing a formal letter by the following criteria: If he can get job done satisfactory by telephone/fax, personal contact or by doing the investigation, check or review that his job normally requires him to do, then a formal letter should not be used. Safety critical letters to the industry must be cleared by the Departmental head and the Director. While all letters which demand financial commitment from applicants/operators must be signed by the Director, Airworthiness Standards. All incoming mails to NCAA must be addressed to the Director General or Chairman Flight Standards Group whose office will then direct them appropriately to respective Directorates for action.

1.2.9.2 QUALITY OF CORRESPONDENCE

When an official must write a letter to a person, operator or agency, he should observe the basic rules of letter writing. These rules should include accuracy, conciseness and brevity but say what has to be said. Above all, the official should write the type of letter that he would like to receive.

1.2.9.3 RESPONDING TO WRITTEN NOTIFICATIONS, COMPLAINTS AND CORRESPONDENCES

Written notifications, complaints and other correspondences from the public or organisations, should in all cases be answered in writing. The answer, either in final form or as an acknowledgement, should be sent to the person or organization involved within a period of 10 working days from the time such letter or the official receives notification.

a) If the receiving official is not primarily responsible for the entity involved, the notification should be immediately forwarded to the appropriate department.
b) Final letters of reply should respond directly to the issues cited in the notification. After investigating the case as required, the final response should be factual, courteous, concise and free of generalities.
c) Before replying to letters concerning particularly sensitive or significant issues, the responsible official should discuss the form and manner of response with his appropriate supervisors.

1.2.10 EXTERNAL FUNCTIONS

1.2.10.1 STANDARD TASKS

To each procedure a normal time and costs will be allocated by the General Managers (Departmental heads). The costs would normally be obtained from cost schedule to the Civil Aviation Regulations while the time allocation will be based on the average time required by a competent official to accomplish the task. When more than one official is required to perform the procedure, the time spent by each should still be recorded on the time sheets (if available), but in order to avoid confusion, there should be good communication between officials to ensure that there is sufficient traceability of financial matters and outstanding requirements.

The steps in performing standard tasks should include:

i) Identify relevant procedures to accomplish task.
ii) Perform task according to procedures.
iii) Record client name, time spent and procedures executed on time sheet.
iv) If the client's name is not on a known list available to the General Manager, then attach a separate page with client information to the time sheet.

1.2.10.2 MONITOR INDUSTRY

Scheduled surveillance is that anticipated and planned for in the annual work program and which is accomplished during the normal scheduled work period.

Other surveillance activities may be required of general aviation activities as the need arises. Emphasis should be placed on surveillance of those operators and activities which have exhibited the highest level of safety risks and therefore the greatest.

The procedure when embarking on an inspection will be:

a) Obtain approval from respective General Managers (Departmental heads) for non-scheduled inspections of the industry in order to monitor compliance to aviation regulations. Where possible the relevant persons or organization should be notified of the inspection and the reasons therefore clearly stated.

b) If it is suspected that there is a contravention of regulations taking place at the location where the inspection is to be conducted, then consult the sanctions schedule to the Civil Aviation Regulations and appropriate legislation regarding search warrants and confiscation of property.

c) If contravention is detected while on a normal monitoring mission and prosecution is required, inform the offender of his rights and take action in the interest of aviation safety i.e. enforcement procedures of the Nig. CAR(s).

d) Inform supervisor of any irregularities detected during inspections. When prosecution is required, proceed with the appropriate compliance and enforcement procedures.

1.2.10.3 PROJECTS

Standard tasks which exceed the allocated time and expenses for the procedures due to client delays or non-standard tasks expected to consume more than 3hrs chargeable time would be handled as projects.

The general procedures regarding projects are:

i) Inform client of cost implications.
ii) Obtain project number from General Managers (Departmental heads) who might also allocate other personnel to the project and assign a responsible person.
iii) The responsible official should open a project control sheet with fields of data entry. Completion of this form would be done in chargeable time to the client.
iv) Record project identification, time spent and procedures executed on time sheet.
v) For projects lasting longer than one day, the project control sheet and time sheet should be update whenever time was spent on the project.
vi) On completion of the project the responsible person must record the total costs on the project control sheet.
vii) After the completed project control sheet has been signed off, it should be submitted to the project manager: aircraft for invoicing of the client.
viii) The responsible person must keep a duplicate copy of the completed project control sheet for a period of one year.

1.2.11 INTERNAL FUNCTIONS

1.2.11.1 GENERAL OFFICE DUTIES

Typical tasks to be regarded as general office duties include:

a) Record of Activities sheets: Each ASI shall submit a record of activities sheet every month which contains the information on how his/her time was utilized. The minimum time to be accounted for is 40hrs per week.

b) Work Progamme: Each ASI shall submit a work programme (CL:O-AWS020) at the beginning of every year (First week of January) to the DAWS through his/her supervisor/General Manager who shall process the submission for the approval of the Director General.

c) Meetings: Attendance of meetings or phone calls in non-chargeable time.

d) Travel related: Travel arrangements, transport and the completion of subsistence and travel claims not chargeable to a client.

e) Other administrative tasks: Computer related tasks, housekeeping.

1.2.11.2 LEAVE

a) Follow the procedure for the application of leave detailed in the NCAA HR Portal
b) Record time and type of leave (Holiday, Sick or Special) on time sheet.

1.2.11.3 PROCEDURE FOR FILE HANDLING

a. Preamble

This procedure describes guidelines for Aviation Safety Inspectors in handling files. Files that are normally handled by the Airworthiness Aviation Safety Inspectors include:

i) **Aircraft Files** - Files opened for each aircraft which contain reports of Certificate of Airworthiness (C of A) issue/renewal, aircraft technical and maintenance data, aircraft surveillance reports, etc.

ii) **Operator Files -** Files opened for each operator which contains general correspondences between NCAA and the operator.

iii) **AOC/AMO Files -** Files opened for each operator which contain relevant information on operator's AOC/AMO status which will include the inspection reports, the certificates, OpsSpecs, etc

iv) **Special Purpose/Project Files -** These are files opened for specific purpose which may affect only some or all operators e.g. NCAA Advisory Notices, Miscellaneous Correspondences, Type Certificate Acceptance, Approval of Embodiment of Modifications, DTA for Airworthiness Surveyors etc

b. Technical Files Central Control (TFCC) /Registry

i) The TFCC/Registry shall be responsible for the safe custody of files, records of file movement, register of files and the general administration of files that are in use by the of Airworthiness Standards.

ii) The TFCC/Registry shall have adequate racks/shelves to accommodate all files.

iii) The TFCC/Registry shall have adequate number of trained staff to ensure that it is manned at all times specifically between 8.00am and 4.00pm during working days.

c. <u>Files Opening and Records by TFCC/Registry</u>

Operator files, AOC/AMO files and Special Purpose/Project files shall be opened only by the TFCC/Registry.

ASI's wishing to open any of the above mentioned files shall provide the TFCC with the subject/title of such a file

The TFCC/Registry staff shall keep a register of all files that are in existence in the DAWS.

The TFCC/Registry shall enter the details of the new file in the register and immediately allocate it a number.

The TFCC/Registry shall write the file number and subject on the file.

The TFCC/Registry shall also keep a 'Movement Register'. All files that are taken away or returned to the TFCC shall be recorded in the movement register with the name and signature of the ASI and the date.

All ASI's can request for file(s) from the TFCC/Registry. However, on completion of action (e.g. reports, letters, file notes etc), the file must be passed to the appropriate AGM/DGM/GM who will close the action and authorize its return to TFCC/Registry. Files must be returned within five (5) working days. TFCC/Registry shall cause a reminder note to be given to any ASI who fails to comply with this rule.

All the folios in a file must be paged by the TFCC/Registry staff.

Files that are too bulky (i.e. over 100 folios inside) shall be closed and a new volume opened by the TFCC/Registry.

Files shall also be closed if

i) The subject matter has been concluded or otherwise overtaken by events
ii) The DAWS directs such.

All closed files shall be kept in a specially designated 'ARCHIVE' storage.

The TFCC/Registry shall keep an 'Archive Register' which will contain details of all files in the archive.

d. File Handling by ASI's

Only aircraft files can be opened by ASI's. Such aircraft file shall immediately be notified to TFCC/Registry for their records which will indicate TFCC/Registry for their records which will indicate the volume (i.e. Vol. I or II or III, etc.).

When given any assignment, ASI's shall enquire from the TFCC/Registry if there is a file already existing which deals with the subject matter of the assignment. If not, he/she shall direct TFCC/Registry to open an appropriately titled file (see section 1.2.11.3 (c).

All documents (i.e. memos, letters, reports, etc) must eventually end up in an appropriate file. ASI's shall ensure that for aircraft files and AOC/AMO files;

i) The 'file content' leaflet is attached to the inside of the file cover
ii) the file is complete as per the contents lists
iii) Actions including follow-ups are appropriately terminated/closed i.e. no item should remain open indefinitely.
iv) Folios in the file must be appropriately paged
v) Except for files with pending action, all files must be returned to the TFCC/Registry as per section 1.2.11.3 (c).

e. File Security

Files shall be stored on shelves and inside fire proof cabinets where necessary.

f. File Handling Between Headquarters and Regional Offices

The Head of the Department Airworthiness Standards (HODAWS) in the region shall be responsible for the safe custody of all files in the region.

HODAWS shall ensure that a files register and a movement register are kept in the region.

Original aircraft file shall remain in the region while electronic copy shall be sent to the corporate headquarters

Quarterly (3 months), the HODAWS shall ensure that updates (i.e. new reports, C of A validity, inspection findings, etc.) are sent to the corporate headquarters in respect of each aircraft file.

The GM shall ensure that TFCC/Registry file these updates appropriately.

Files shall be properly bagged and addressed when they are being dispatched between the regional office and headquarters.

Dispatched files shall be appropriately recorded and receipt acknowledged.

1.2.12 RECORD KEEPING AND RELATED REPORTS

See section 1.2.11.3

1.2.13 UTILIZATION OF OFFICIAL TIME

*Reserved for Procedure

1.2.14 SUBMISSION OF SUMMARY OF TECHNICAL REPORTS TO DAWS

All technical personnel are required to submit an executive summary of all local and foreign assignments (eg aircraft, AMO inspections etc) carried addressed to their immediate Heads who shall forward same to the DAWS. The contents of the executive summary shall only stress findings and recommendations with respect to the assignment. Details of the reports shall only be referenced in the executive summary but kept in the respective technical file as per section 1.2.11.3

1.3 STAFFING REQUIREMENTS AND QUALIFICATIONS

1.3.1 GENERAL

1.3.1.1 Staffing of the Directorate of Airworthiness Standards with a sufficient number of suitable Airworthiness Aviation Safety Inspectors, experienced, qualified and capable of accomplishing the wide range of activities covered in this Policy and Procedures Manual is paramount to the success of the Safety Oversight Programme of the Nigerian Civil Aviation Authority.

1.3.1.2 Airworthiness Aviation Safety Inspectors (ASI's) must not only have the knowledge, experience and qualifications to carry out their duties in a professionally sound manner, but also possess the personality to win the respect and confidence of the operators. This would require a reasonable level of tact, understanding, firmness, impartiality, integrity and an exemplary personal conduct both in the office and at the operator's premises.

1.3.1.3 The satisfactory or unsatisfactory execution of the various Airworthiness functions depends to a large extent on the qualifications, experience, competence and dedication of individual Inspectors. In addition to the vital importance of technical competency in performing airworthiness inspections and the surveillance of certificated operators and approved maintenance organizations, it is likewise critical that Inspectors possess a high degree of integrity, be impartial in carrying out their tasks, be tactful, have a good understanding of human nature and possess the ability to get along well with people. Considering the specialized and sensitive nature of the Inspector's mission, the qualifications, experience and personal characteristics of each person employed to perform inspector's duties will be verified and carefully evaluated before selections are made.

1.3.1.4 The Airworthiness Aviation Safety Inspectors are either:

1.3.1.5 Experienced Licensed maintenance engineers with five (5) years practical industry experience on the job, and/or

1.3.1.6 University graduates who have passed a recognized engineering degree in the required discipline and have undergone stipulated training and OJT in the Directorate in accordance with the ITS programme.

Section 1.03

1.3.2 RECRUITMENT

1.3.2.1 Recruitment will be based on the suitability of candidates for particular positions. However, NCAA will at all times strive toward achieving the affirmative action and equal opportunity targets as determined by the Board from time to time.

Recruitment will be performed based on the qualifications provisions of the previous part of this manual and in compliance with all applicable Nigerian Civil Service rules and requirements.

1.3.2.2 In order for the AIRWORTHINESS STANDARDS DIRECTORATE to discharge its obligations, a sufficient number of qualified inspectors must be in place at any time. To meet this requirement, NCAA may come to a need to recruit new personnel. The DIRECTORATE will initially apply to personnel already employed in various positions within NCAA. Prospective inspectors should have appropriate technical background and extensive experience according to ICAO and NCAA requirements (Five years relevant aviation maintenance experience). In case no such personnel can be found within the NCAA, recruitment will be accomplished through the formal way of recruitment of an Aviation Safety Inspector. The latter will be either a person with long aviation maintenance experience joining NCAA for a specific time period (three years), or a permanently employed Engineering graduate.

a. In the first case of the highly experienced person (more than five years in aviation maintenance) with the added advantage of holding an aircraft maintenance license, the NCAA will have to provide the "Airworthiness Course" training, covering the major airworthiness topics in order to refresh the knowledge of relative regulations, procedures and standards to the newcomer, as well as a course (conducted in-house). Afterwards, On the Job Training will be provided in the main airworthiness review activities, following the procedure described in ITS'. As soon as OJT has been completed in one task, the recruited person can be nominated as an inspector and can be actively involved in such a task.

The NCAA will make every effort in due time to provide more in-depth training, in order to maximize the benefits gained from such a recruitment.

b. In the second case in which the recruited person does not meet the experience criteria set by NCAA and ICAO, the NCAA will have to cover the gap by providing a number of training courses and also by allocating the newcomer in one or more of the major maintenance organizations or operators for such a period of time as needed for him to reach the five-year experience requirement.

The allocation of a prospective inspector in a major maintenance organization or operator aims to get him actively involved in various departments, shops, activities, tasks etc, so that he will gain actual aviation experience. For this reason the NCAA will seek industry's cooperation.

In case there is a difficulty in achieving above OJT program, the NCAA will arrange appropriate training, in well-known training organizations recommended by FAA /EASA/ UK or aircraft manufacturers, etc.

Under no circumstance will a person be nominated as an Aviation Safety Inspector, if the experience criteria are not met.

For specific details concerning policies and procedures pertaining to recruitment, please refer to the applicable Nigeria Civil Service publications.

1.3.2.3 Staff may be appointed in posts, in the following categories by NCAA

a. Permanent Staff
b. Contract Staff
c. Part-time Staff/ Inspectors
d. Temporary Staff

All candidates for employment are required to submit an application letter for employment and subject themselves to the screening phases determined by DGCA.

1.3.3 AUTHORISED STRENGTH OF AIRWORTHINESS AVIATION SAFETY INSPECTORS

1.3.3.1 The number of Airworthiness Aviation Safety Inspectors required will be determined by the level of and the growth of aviation in Nigeria. A periodic review will take place from time to time as required to determine whether or not there needs to be achange in the number of Inspectors authorized.

1.3.3.2 Determination of the minimum number that is considered reasonable for Airworthiness Inspectors to carry out their tasks will take into account the number of a particular type or group of types of aircraft to be handled by one Airworthiness Inspector taking also into consideration the number of operators and the complexity of the air operations as these would affect the workload as well as the cooperative arrangement under the BAGASOO and AFCAC.

1.3.3.3 A Staffing Requirements Report based on the Template in the mechanism and methodology of determining staffing need and strength in this manual should be produced with MsExcelp.

1.3.3.4 ADMINISTRATIVE STAFF

Workforce issues related to administrative staff supporting the Directorate shall be assessed separately by the HR&A Directorate. DAWS should have sufficient administrative staff, appropriate to the size and complexity of the office, to effectively discharge their responsibilities.

1.3.3.5 PROCEDURES

At least three months prior to the beginning of each third fiscal year, each unit/section head will determine the staffing needs through the use of the data collation form.

The GMs/HODs will submit to the DAWS their projected staffing needs using the methodology described above and highlight shortage of staff, where applicable.

Based on the information provided, the DAWS will prepare and submit the Report on Staffing Requirements to the Human Resources and Administration Directorate.

On the basis of the information received, the Human Resources and Administration Directorate will initiate the recruitment process to ensure that the DAWS and the NCAA as a whole maintains sufficient human resources to meet its national and international obligations related to Airworthiness Safety Oversight.

1.3.4 QUALIFICATIONS

1.3.4.1 QUALIFICATIONS OF DIRECTOR, AIRWORTHINESS STANDARDS

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the Head of the Directorate of Airworthiness Standards should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.2 QUALIFICATIONS OF GENERAL MANAGER, AIRWORTHINESS STANDARDS AND APPROVALS

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the General Manager should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.2 QUALIFICATIONS OF GENERAL MANAGER, AOC CERTIFICATION AND SURVEILLANCE

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the General Manager should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.3 QUALIFICATIONS OF GENERAL MANAGER, AIRCRAFT CERTIFICATION AND CONTINUED AIRWORTHINESS

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the General Manager should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.4 QUALIFICATIONS OF GENERAL MANAGER, APPROVED MAINTENANCE ORGANISATION CERTIFICATION AND SURVEILLANCE

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the General Manager should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.5 QUALIFICATIONS OF DEPUTY GENERAL MANAGER, GENERAL AVIATION

In addition to the qualification requirements for an Airworthiness Inspector, (Airworthiness or Avionics) detailed below, the Deputy General Manager should possess management experience. Training on management techniques would also be an asset. The candidate should also possess superior interpersonal skills and the ability to deal effectively with situations requiring tact and diplomacy. Experience with internal bureaucracy of the NCAA would also be an asset.

1.3.4.6 QUALIFICATION REQUIREMENTS – AIRWORTHINESS AVIATION SAFETY INSPECTORS

Initial qualification requirements in order to be considered for employment as a NCAA Airworthiness Inspector include but are not limited to the following:

Technical requirements:

The Airworthiness Aviation Safety Inspectors are either:

- Experienced Licensed maintenance engineers with five (5) years practical industry experience on the job, and/or
- University graduates who have passed a recognized engineering degree in the required discipline.

Comprehensive knowledge of:

- Relevant parts of implementing rules, certification specifications and guidance material;
- The competent authority's procedures;
- The rights and obligations of an inspector;
- Quality systems;
- Continuing airworthiness management.
- Training on auditing techniques is considered an asset.
- Five years relevant work experience to be allowed to work as an inspector independently.
- Knowledge of maintenance standards.
- Knowledge of a relevant sample of the type(s) of aircraft gained through a formalized training course.

International standards require the candidate to have experience and qualifications comparable to those of the industry staff the inspector will be dealing with.

In addition to technical competency, inspectors should have a high degree of integrity, be impartial in carrying out their tasks, be tactful, and have a good understanding of human nature. Furthermore, in order to benefit from their experience on the job and to maintain the necessary continuity in the Directorate of Airworthiness, Standard it is important that they attend relevant refresher training courses.

A program for continuation training has been developed and provides for the inspectors, at regular intervals, to visit appropriate manufacturers and attend technical symposia as well as training or refresher courses to gain first-hand knowledge of new developments. As a general policy, it is not desirable for the inspectors to obtain technical qualifications from those entities under their direct regulatory jurisdiction.
For additional information please refer to ITS manual.

Before the Airworthiness Aviation Safety Inspector will be qualified and authorized to carry out airworthiness oversight functions, he/she shall be required to successfully complete the prescribed On the Job Training (OJT) as per ITS.

According to ICAO Document 9760, an airworthiness inspector should be as qualified as the personnel to be inspected or supervised. This is usually accomplished by the inspectors having previous engineering or aircraft maintenance experience. There may be occasions where there is a shortage of such qualified airworthiness inspectors as described in above. As an alternative and on a case-by-case basis, airworthiness inspectors may be deemed qualified by the successful completion of a course of relevant academic aeronautical study at a recognized approved training organization or university.

1.4 TECHNICAL TRAINING OF AIRWORTHINESS AVIATION SAFETY INSPECTORS

1.4.1 Technical Training of Airworthiness Inspectors may be accomplished from several sources, such as from original equipment manufacturers (OEMs), approved training organizations, approved courses organized by operators, etc. Routine surveillance activities can be accomplished on any aircraft in airline service whether or not the Inspector is type rated/qualified on that particular type. In cases where the inspector is conducting a surveillance function on an aircraft in which he is not type rated, he must limit his observations and remarks to those elements that are not specific to that type of aircraft unless the occurrence is self-evident and would not take a type rated person to make an observation of that nature. An example of that would be obvious structural damage and or corrosion etc.

1.4.2 Inspector refresher training; Airworthiness Inspectors should be scheduled for a minimum of one refresher training course every year. [ITS provides guidance on refresher training/courses for Airworthiness Inspectors]

1.4.3 When an Inspector holds licenses on a number of aircraft, he should be scheduled for refresher/recurrent training on different types each year wherever possible.

1.4.4 Although Airworthiness Inspectors are not exercising the privilege of their engineer license, when they are performing certification or surveillance activities as required by NCAA, they are required to maintain the same level of knowledge as is required of engineers that are exercising the privilege of their license.

1.4.5 There may be an occasion where there is no inspector qualified on a particular type of aircraft and there is a need for one to accomplish a task that normally required a type qualification. In such a case, an inspector with a type rating on a similar aircraft could accomplish the required task after being directed by his section head.

1.4.6 Airworthiness Aviation Safety Inspectors should be given training at an organization as per guidelines given for inspectors. It must include various rules and regulations that cover the civil aviation activity in the country specifically in approving embodiment of modification, major repair etc.

1.4.7 Depending upon the basic qualification, the Airworthiness Aviation Safety Inspector should be given training on complementary subjects as per the requirement of the Directorate of Airworthiness.

1.5 COORDINATION AND MAINTENANCE OF TRAINING RECORDS FOR INSPECTORS

The Training Coordinator who shall be appointed by the Director, DAWS, is responsible for the qualification, training and manpower development programme of the Directorate.

The Training Coordinator in consultation with the Head of Various Departments should monitor all training programmes and recommend courses both local and international for DAWS approval. Furthermore, he/she is expected to ensure that all necessary arrangement including ministerial approval (incase of foreign) are put in place and correspondence to the organizers are done appropriately.

The Training Coordinator has the responsibility of preparing training programmes for each year as part of each year's strategic plans in accordance with the corporate objectives and also to liaise with appropriate training institution accordingly. The Training Coordinator will work with a Training Committee set up by the DAWS.

Before leaving for any course, and upon return after course completion, the ASI(s) must specifically inform the Training Coordinator i.e. employee in/employee out. An ASI, who received approved training, is expected to forward a course appreciation report on such a course and a copy of the course certificate to the Training Coordinator on resumption of duty. Such report should include among other things title, location, duration, observations, applicability of the course in enhancing his/her performance and recommendations and must reach the Training Coordinator within 7 working days of return from the course.

The Training Coordinator on receiving such report is expected to do a critical assessment and take necessary action, which may include making further recommendation or deleting such courses for subsequent years to DAWS as the case may be.

The Training Coordinator shall also be responsible for maintenance, control and safe storage of the ASIs training file records/database. The Training Coordinator shall work with the training committee to update the hard copy of the ASIs training folder stored in the DAWS office and Ms Excel Training Profile. The Training Committee will work with the FSG ITS Training Coordinator to manage the software for tracking of ASIs qualifications and trainings.

Records of all 'On Job Training' imparted to an Inspector must be maintained in the Training File.

1.5.2 An ASI on Job Training Guide has been developed to assist Supervisors with the training of Airworthiness Aviation Safety Inspectors. The OJT forms are AC-AWS019A to AC-AWS019E.

1.5.3. The training coordinator in maintaining up to date the training folders for all airworthiness inspectors shall request airworthiness inspectors to submit course certificates two (2) weeks after the completion of their courses and it is the responsibility of all airworthiness inspectors to submit their course certificates to the training coordinator and training committee for updating of their training folders and training profiles. The training committee upon receiving the course certificates shall update the training folders and training profiles immediately.

The training folder shall be maintained for two (2) years after the airworthiness inspectors have left the employ of the NCAA.

The training folder shall contain:

(a) Copy of NCAA Identity Card
(b) Copy of Inspector's Credential (If applicable)
(c) Curriculum Vitae
(d) Degree/Certificates/Diplomas
(e) Licence
(f) Letter of Employment
(g) Confirmation Letter
(h) Scope of Authorisation (if applicable)
(i) Training Records in accordance with Inspector Training System (ITS)
    (1) Indoctrination
    (2) Certification
    (3) Surveillance
    (4) Personnel Licensing
    (5) Investigation
    (6) Job Skills
    (7) Avionics
    (8) Management
    (9) Workshops and Seminars ITS

(J) OJT Progress Chart

CHAPTER 2

INSPECTOR RESPONSIBILITIES, ADMINISTRATION AND CONDUCT

2.1 GENERAL RESPONSIBILITIES

2.1.1 This chapter addresses many, but not all, of the responsibilities and standards of conduct, of Airworthiness Aviation Safety Inspectors (ASI). This section describes the general responsibilities of the Airworthiness Aviation Safety Inspector (ASI). ASI's of the Nigeria Civil Aviation Authority (NCAA) play a key role in ensuring that the Nigerian aviation system continues to be safe. This responsibility for safety in air travel covers almost every facet of aviation, including the certification of aircraft and engineers/airmen; the operation and maintenance of aircraft. Within the Directorate of Airworthiness Standards of the NCAA, ASI's are posted to various divisions and subdivided by specific position description.

2.1.2 Principal Airworthiness Inspector (PAI) refers to **the representative of the NCAA DAWS who is the primary point of contact POC) for an operator and maintenance organisation**. This individual will lead a team of Airworthiness Aviation Safety Inspectors (ASIs) and is responsible for the provision of airworthiness safety oversight services to air operators and maintenance organisation. These services include approval and surveillance activities. The PAI shall be nominated among the team of and ASIs assigned to an air operator or approved maintenance organisations by the responsible GM/HODAWS for the regional office and approved by the Director, Airworthiness Standards. The names of the PAI, and ASIs assigned to each air operator and maintenance organisation shall be communicated accordingly. The PI, and ASIs shall be airworthiness aviation safety inspectors that have undergone formal and OJT trainings in accordance with the FSG ITS and have been issued with Inspector's credentials, scope of authorisation and inspector's stamp. The PI, and ASIs shall perform airworthiness aviation safety inspector's specific duties stated in section 2.2 below in accordance with the scope of authorisation.

2.2 SPECIFIC DUTIES OF AIRWORTHINESS AVIATION SAFETY INSPECTORS

The specific duties and responsibilities of individual airworthiness Inspectors will vary somewhat depending on their technical specialty; (i.e., powerplants, avionics, airframes, etc.) which in general terms should include at least the following:

a) Conduct inspections and carry out auditing functions;

b) Prepare detailed reports on inspections and auditing activities;

c) Enforce compliance with airworthiness regulations and directives;

d) Report breaches of regulations and directives to the appropriate authority within the NCAA;

e) Report defects noted to aircraft operators / owners / type certificate holders and approved airworthiness organizations for remedial action;

f) Conduct, in co-operation with members of the NCAA DOLT, operator certification inspections;

g) Inspection of aviation fueling equipment and procedures;

h) Monitoring airworthiness certifications and ensuring that they are carried out by persons who are properly authorized, and that the certifications made are for the purpose and in accordance with the requirements of the applicable airworthiness regulations;

i) Monitoring the implementation of the relevant airworthiness regulations issued by the NCAA;

j) Familiarising himself with the content of all Airworthiness Directives, service bulletins and similar documents in respect of the aircraft (including powerplants) and equipment and monitoring the extent of implementation;

k) Reviewing engineering procedure manuals, making recommendations in respect of amendments which may be required by the NCAA prior to approval of the manual;

l) Undertaking liaison with other inspectors regarding recommendations in respect of issue and renewal of Certificates of Airworthiness, checking all documents associated with the above including the flight manual amendment status and airframe and engine log books. Checking that all relevant work carried out, and authorizing release for test flight of aircraft and avionics installation, ensuring that the resulting reports are satisfactory and in accordance with the NCAA requirements;

m) Approval of preventive maintenance programs;

n) Monitoring approved operator maintenance training programs;

o) conducting inspections of operator's route station facilities;

p) Adherence to and responding promptly where necessary to all orders/notices/circulars issued by the DAWS;

q) Using initiative to pursue any matter that needs to be attended to by the NCAA in the interest of air safety and for efficiency of the system;

r) Ensuring that confidentiality is always maintained;

s) Maintaining a constant dialogue with operators and officials in the aviation industry on professional matters in order to keep up to date with latest developments;

t) Review, coordination and recommendation of final action on requests for acceptance of a type certificate;

u) Evaluation of equipment and materials to be used in modifications to ensure their conformity with NCAA specifications;

v) Investigation of unsatisfactory occurrences to identify and prepare the necessary, maintenance and operational corrections;

w) Evaluation of proposals pertinent to the modification of systems, instruments and equipment, including their installations;

x) Evaluations of the proposals for major repairs to aircraft and its components, powerplants, propellers, etc.;

y) Processing of all airworthiness directives initiated by the manufacturers and operators in the State and review of airworthiness directives issued by the manufacturers of imported aircraft, and recommending implementation action thereon;

z) Investigation of major problems relating to structural defects;

aa) Evaluation of reports of accidents, incidents and malfunctions with a view to determining trends for possible unsatisfactory design features. Identification of those cases affecting safety in operations. Determination of the need for airworthiness directives outlining mandatory corrective actions and compliance periods;

bb) Monitoring of aerodynamic performance, structural integrity and system functioning of aircraft in service and surveillance of failures and service difficulties to initiate improvement and corrective programmes;

cc) Serving as the focal point on matters concerning import and export airworthiness certificates and approval of civil aeronautical products;

dd) Provision or loan of staff experts to assist in the investigation of aircraft accidents as and when required; and

ee) Providing administrative support and assisting in the discharge of other functions related to airworthiness.

ff) Conduct routine surveillance of work being performed in the hangars, workshops and repair facilities;

2.3 SCHEDULE OF DUTIES IN THE REGIONAL OFFICES (AIRWORTHINESS ONLY)

a. Vetting application for Certificate of Airworthiness (C of A) and Maintenance Clearance Certificate (MCC) and ensuring that correct payment of statutory fees have been made in respect of the application.

b. Renewal of Certificate of Airworthiness or MCC. The electronic copy of reports of these must be submitted to the corporate headquarters within 5 days of action.

c. Issuance of Ferry Permits.

d. Carry out renewal process for Air Operator Certificate (AOC), CAMO, AMO and ROC and coordinating with the corporate headquarters for further necessary action.

e. Airworthiness Surveillance of aircraft i.e. continuing airworthiness supervision/monitoring of assigned aircraft including frequent ramp inspection and monitoring of checks and furnishing the reports of these to headquarters on a monthly basis.

f. Recommendation of approval of embodiment of modification and repairs for the aircraft assigned to the region.

g. Production of C of A, MCC, AMO and AOC status report on aircraft/organizations in the region including maintenance of records of all training institutions, LAMES, Pilots and Flight Engineers operating in the regions and rendering of monthly returns to DAWS on these.

h. Ensuring that the Maintenance Manual, Maintenance Programme, Flight Manual, Service Bulletins and Airworthiness Directives and other continuing airworthiness documents in the Library are available and up to date before embarking on C of A renewal of assigned aircraft.

i. Holding quarterly meetings with the DAWS on activities in the region.

j. Evaluation of Maintenance Programme, Training Manual, Minimum Equipment List (MEL), MCM/CAME, AMO PM.

k. Aircraft Maintenance Organisation (AMO) quarterly audits and submission of recommendations of these to headquarters for approval.

l. Ensuring that all technical problems emanating from safety inspection of aircraft are being evaluated, brought to the attention of headquarters and solved by issuance of relevant corrective directives

m. Conduct periodic meetings with airlines quality assurance to discuss ways and means of maintaining quality standards.

n. Supervision of Aviation Training Organisations in the regions in coordination with DOLT and furnishing of regular (quarterly) reports on their status.

o. Generally, monitoring of civil aviation activities as regards airworthiness in their area of jurisdiction for compliance with provisions of the Nigeria Civil Aviation Regulations and other pertinent operating regulations.

p. Processing applications for approval of training organization in coordination with DOLT and forwarding the same to headquarters for further necessary action.

q. Analysis of ADs and SBs from foreign airworthiness authority and manufacturers respectively and making recommendations to headquarters for notification for operators as necessary.

r. Investigation of major defects discovered in aircraft.

s. Evaluation of engineering fixes (repairs) on aircraft in the regions.

t. To determine the training needs of staff of the regional office and submit a training programme to headquarters for approval and implementation.

u. Investigation and Follow up action on Mandatory Occurrence Report (MOR)

v. En-route/station inspections as planned within the departmental programme of such inspections.

w. Inspection/Monitoring of fuel farms in the regions.

x. Surveillance of Engineering/Maintenance aspect of Ground Handling Companies in the region.

aa. Making recommendation on Maintenance Arrangements on aircraft in the region, for approval by headquarters.

bb. Participation in Incident / Accident Investigation.

cc. Review of request for one-time short-term escalation on maintenance checks, One-time repair interval extensions on MEL etc and forwarding recommendation to headquarters for further approvals.

dd. Any other duties as may be assigned from time to time.

2.4 SPECIFIC FUNCTIONS OF PRINCIPAL INSPECTOR

a) The primary point of contact (POC) from the NCAA for an operator and maintenance organization.
b) Supervises the Airworthiness Inspectors in his team on all airworthiness duties.
c) Act as airworthiness team lead for certification, variation and renewal of AOC, AMO and CAMO
d) Act as airworthiness team lead for surveillance of AOC, AMO and CAMO
e) Responsible to the DAWS, GMs and Regional HODAW on airworthiness safety oversight duties for the AOC and AMO assigned to his/her team.

2.4.1 Job Description for Airworthiness Inspector working as aircraft register staff in DAWS office: The Airworthiness Inspector is responsible for:

a) Processing of all matters relating to aircraft registration/deregistration.
b) Maintaining the civil aircraft register of Nigeria and register of lien.
c) Ensuring that when an aircraft of a particular type is first entered on civil aircraft register of Nigeria, the State of Design and the Type Certificate Holder are notified.

2.5 PROCEDURES FOR COORDINATION AND STANDARDISATION OF REGIONAL OFFICES

The following procedures/guidelines are applicable to the functioning of the regional offices:

a. The Head of Department Airworthiness Standards in the regional offices will report to the respective GM on all airworthiness matters or as directed by the DAWS

b. Regional offices shall not perform functions except those that are prescribed by the Director in the regional office schedule of duties (section 2.3) or as directed/approved from time to time. Violation of this may lead to query/suspension/reposting of guilty officers.

c. Regional offices shall keep copies of Operators' AOC, AMO, copies of AOC reports and manuals submitted for such exercises.

d. Regional offices shall keep copies of C of R, C of A, personnel authorizations etc.

e. Regional offices shall keep copies of relevant operators manuals and aircraft documents such as MCM, AMO PM, MEL, Maintenance Programme, Aircraft Flight manual, Maintenance manual, Structural repair manual, Service bulletins, Master minimum equipment list (MMEL), Maintenance review board (MRB) report, Airworthiness directives (ADs) etc and other documents submitted by operators for Type Certification, Registration and Certificate of Airworthiness exercises.

f. Regional offices shall keep duplicate files of operators and respective aircraft which shall contain all relevant as per approved file contents.

g. Prior to undertaking any overseas assignments (e.g. C of A issue/renewal/maintenance audit, AMO Approval Renewal, Training, etc) the regional office must seek and obtain in writing, the approval of the Headquarters.

h. The regional office shall submit a detailed work/surveillance programme of the AMOs, AOC holders and other aviation organizations in its area. Officers from the Headquarters will from time to time be assigned to join the regional office for this exercise.

i. The leave roster of officers in the regional offices should be submitted to the CHQ at the beginning of the year (before 31st January of each year) so that relief officers can be sent to these offices as necessary.

j. Posting of officers to the regional offices may normally be reviewed every three (3) years or as the need arises.

k. All airworthiness functions shall be conducted in accordance with the Airworthiness Policy and Procedures Manual, airworthiness inspectors handbook and airworthiness checklist to ensure standardization with the Headquarters and other regional offices.

l. Audit of the regional offices will be conducted at least twice a year to ensure procedures are adhered to.

2.6 ADMISSION TO THE FLIGHT DECK

2.6.1 Airworthiness Inspectors in their normal course of duty have no right of access to the flight deck during a flight and therefore an ASI shall only enter the flight deck after obtaining the express approval of the PIC. The flight deck of an aircraft is a close society in which each member is proficient in his/her duties and aware of his/her responsibilities, position and rank. The introduction of an inspector into this type of environment may create a distraction and possibly add tension. The ASI's authority can be seen as a threat to the individual flight crew member. While maintaining the status of his/her own position, the ASI must recognize and support the Pilot-in-Command's authority unless he/she is obviously about to violate a regulation. Even in these conditions, the ASI should at first appear to be acting in an advisory capacity and only resort to the powers vested in him/her by the aeronautical legislation as a last resort.

2.6.2 If permitted under company rules an ASI on duty may travel on the flight deck for familiarization purposes. Under normal circumstances he shall make every effort to reserve the use of any observer seat through the operator's flight dispatch or other designated office at least 24 hours prior to scheduled departure time.

2.6.3 While on the flight deck, the ASI must avoid distracting the crew. The ASI is a new person to talk to, and a new source of information. A flight deck conversation can be valuable to the ASI as a source of information and to establish a good relationship with the flight crew but it must be carefully controlled so as to avoid distractions at critical times.

2.6.4 If an ASI has reason to believe that an aircraft is in an unsafe condition, he/she may detain the aircraft pursuant to Civil Aviation Act, Chapter XIII, section 53, Nigeria CAR(s) **(1.3.3.4).** Directing Air Traffic Services (ATS), where available, to deny take-off clearance could be the best course of action. This would give the ASI more time to co-ordinate other recourses.

CHAPTER 3
PERSONAL ETHICS AND CONDUCT

3.1 PURPOSE

This section contains direction and guidance for Airworthiness Aviation Safety Inspectors (ASI) pertaining to principles of ethics and conduct as they affect the performance of duties. Although some ASIs scenarios are listed in this section, all circumstances that an Inspector may encounter cannot possibly be covered. As Inspectors are always in the public eye, they are expected to exercise good judgment and professional behavior at all times while on and off duty.

a. Unique Responsibilities of Airworthiness Inspectors;
ASIs are exposed to a number of circumstances that are critical to their positions and which are not pertinent to other Civil Aviation Authority job functions. The Inspector has the critical position of frequently interpreting and evaluating the quality of training programs, operations and maintenance manuals, pilot and mechanic performance, and overall safety activities. It is imperative that all Inspectors be sensitive to the responsibilities and demands of their positions and be objective and impartial while performing their duties. Inspectors must also be sensitive to actual as well as perceived appearances of any conflict that could disrupt the effectiveness or credibility of the Directorate of Airworthiness mission.

b. Civil Aviation Authority Requirements;
Inspectors are required to comply fully with the letter and spirit of the standards of conduct as set forth by this section; and with those set forth in the Nigerian Government publication and NCAA Staff Conditions of Service. The Authority's policy on employee conduct is designed to encourage employees to maintain a level of professionalism that will promote the efficiency of the NCAA and conform to accepted principles of conduct.

3.2 SCHEME OF SERVICE FOR THE DIRECTORATE OF AIRWORTHINESS

3.2.1 CADRES

Director, Airworthiness Standards (DAWS) -	Consolidated	
General Manager (GM)	-	GL17
Deputy GM (DGM)	-	GL16
Assistant GM (AGM)	-	GL15
Aviation Safety Inspector (I)	-	GL14
Aviation Safety Inspector (II)	-	GL13
Aviation Safety Inspector (III)	-	GL12
Aviation Safety Inspector (IV)	-	GL10
Aviation Safety Officer (I)	-	GL09
Aviation Safety Officer (II)	-	GL08

3.3. ON-THE-JOB ETHICS AND CONDUCT

The conduct of an ASI has a direct bearing on the proper and effective accomplishment of official job functions and responsibilities. Inspectors are required to approach their duties in a professional manner and to maintain that attitude throughout their activities. Through their conduct, Inspectors working in direct contact with operators, and with the public, bear great responsibility in the determination of public perception of the NCAA.

A. Rules of Conduct. All Inspectors must observe the following rules of conduct:

* Report for work on time and in a condition that will permit performance of assigned duties
* Render full and industrious service in the performance of their duties
* Maintain a professional appearance, as appropriate, during duty hours
* Respond promptly to directions and instructions received from their supervisor
* Exercise courtesy and tact in dealing with co-workers, supervisors, and members of the public
* Obtain approval of all absences from duty
* Inspectors may not use or permit others to use NCAA equipment, property, or personnel for other than official business
* When duties concern the expenditure of public funds, have knowledge of and observe all applicable legal requirements and restrictions
* Inspectors shall not disclose or discuss any classified information or "official use only" information unless specifically authorized to do so
* Observe the various laws, rules, regulations, and other authoritative instructions, including all rules, signs, and instructions relating to personal safety
* Uphold with integrity the public trust involved in the position to which assigned
* Report known or suspected violations of law, regulations, or policy through appropriate channels
* Not engage in private activities for personal gain or any other unauthorized purpose while on government property
* Give any supervisor or official conducting an official investigation or inquiry all information and testimony about all matters inquired of, arising under the law, rules, and regulations administered by the NCAA
* Not use illicit drugs or abuse alcohol or other substances
* Not participate in telephone eavesdropping (Advance notice must be given whenever any other person is placed on the line for any purpose whatsoever). An advance verbal warning must be given when an automatic recording device or a speaker telephone is used. The use of recording devices, portable or otherwise, on telephones shall be limited to areas involving air safety.)
* Not make irresponsible, false, or defamatory statements that attack, without foundation, the integrity of other individuals or organizations (Inspectors are accountable for the statements they make and the views they express.)

Inspectors must always keep in mind, no matter how trying the circumstances, that they are visible representative of the regulatory agency. In their direct contact with a dynamic highly organized and high profile industry it is crucial that the inspector project a strong professional image.

3.4. OUTSIDE EMPLOYMENT, FINANCIAL INTERESTS, AND GIFTS

a. Business Interests.
ASIs and their immediate families should seek clarification and guidance before engaging in any airline or other business activity for which the NCAA has oversight responsibility. If an Inspector holds any interest that may give the appearance of impropriety, the Inspector should immediately consult his superior and the legal department for a determination.

b. Conflict of Interest.
Inspectors may hold employment or own businesses that do not present a conflict of interest with their official job functions. Inspectors who wish to participate in outside aviation activities (such as flight instruction, commercial flying, or any other aviation-related activity) should seek clarification and approval from the Director General.

c. Public Speaking.
Inspectors may not receive payment for speaking on issues that deal with their official job functions. Teaching or instructing at colleges, universities, or vocational schools may be acceptable, but should be coordinated and approved by the Director General.

d. Fund Raising.
ASIs may not participate in fund raising or soliciting donations from any business or activity for which their office is assigned oversight responsibility. Exceptions to this requirement may exist for donation of prizes/gifts for speakers in aviation safety seminars arranged under the aviation safety program. They should, however, seek official approval.

e. Gifts / Avoiding Conflict of Interest.
Gifts should be accepted only when the Inspector knows that the gift will not give the appearance of a conflict of interest.

NOTE: *Inspectors shall exercise the utmost discretion when giving or receiving gifts.*

3.5 DRESS

3.5.1 ASIs should be aware that their personal appearance affects their professional image; therefore, they should adhere to the guidelines below:

(a) On visits to air operator facilities, ASI should dress semi-formally (tie for men, dress or slacks for women or any other national dress as per convention).

(b) During training ASIs dress should be compatible with the air operator's practice but should lean towards formality.

(c) During in-flight inspection, the sight of a non-uniformed person moving in and out of the flight deck can be disturbing to hijack - conscious passengers. For this reason, ASIs should maintain a low profile, dress conservatively, restrict movements between cabin and flight decks and wear the ASI Credentials/On-Duty Card (ODC).

(d) When conducting ASI duties at an airport, the ASI Credentials/On-Duty Card (ODC) must be worn at all times on the ramp and air-side of the terminal

3.6 ACCOUNTABILITY AND DISCIPLINE

This disciplinary code and procedure services as a guide to DAWS employees and although the disciplinary action recommended in terms of this procedure does not cover each and every possible transgression that may occur, DAWS will use its discretion within the framework and the spirit of the disciplinary procedure of NCAA, as well as the Public Service Rules.

Disciplinary steps should not be applied highly and the responsibility for the implementation thereof should pass with all DGM's and GM's.

In general, disciplinary steps should firstly be educational and secondly correctional and should only be applied if previous steps have proven ineffective.

Similar transgressions, in similar situations, must as far as possible receive similar treatment by implementing similar measures.

Disciplined behaviours is needed to maintain proper order and for the safety of all individuals and the successful attainment of NCAA's vision and image as a professional organization.

It is essential that all employees are aware of the behavioural norms and standards expected of them within DAWS.

The disciplinary policy must be applied firmly and consistently to ensure that all employees are treated in a fair and similar manner.

Should an employee contravene the rules of DAWS, discipline in terms of this policy should be applied. That means that there must be a thorough investigation regarding the alleged conduct of the employee concerned and a clear establishment of guilt or otherwise by careful consideration of all the facts pertaining to each case and situation before disciplinary action can be taken.

Disciplinary action must always be applied as soon as practicably possible. It must be applied in a firm and fair manner.

3.7 DISCIPLINARY STEPS

3.7.1 STEPS

(a) GMs and Sectional or Unit Heads may at any time reprimand an employee without initiating a formal warning. This may be done by way of a verbal notice, in which case no entry is to be made on the employee's personal file.

(b) There are three (3) levels of written warnings dependent on the seriousness of the transgression viz:
First Warning;
Second Warning; and
Final warning.

3.7.2 FIRST WARNING

May be given due to the repetitive nature of transgression for which a verbal warning has already been given, or for a first transgression as referred to in the DAWS Disciplinary Matrix.

3.7.3 SECOND WARNING

Serious warnings can be given after a further transgression within a period of a pending written warning (Note: the period for which a written warning is valid is related to the seriousness of the offence. However, under normal circumstances warnings will be valid for a period of at least 6 months, but not exceeding 12 months) or for a first transgression as referred to in the DAWS Disciplinary Matrix.

3.7.4 FINAL WARNING

Final warnings are issued for a further transgression during a period in which a serious warning is still pending or for a transgression as listed in the DAWS Disciplinary Matrix.

3.7.5 SUSPENSION

Suspension can be implemented if DAWS is of the opinion that a disciplinary investigation against a certain employee is of such a serious nature that it is desirable for the employee not to be present on the business premises during the investigation, in which case such an employee's service should be suspended on full remuneration, pending the outcome of the investigation, where after an enquiry can be implemented.

3.7.6 DISMISSAL

Dismissal is the final disciplinary step that can be taken against an employee if:

a. Other disciplinary steps have failed;
After a final warning a further transgression is committed; and
If the transgression is of such a serious nature that it amounts to a serious severance of the employee's contracted obligations towards DAWS (NCAA) or third parties or in terms of the DAWS Disciplinary Matrix.

3.7.7 ASPECTS THAT SHOULD BE CONSIDERED DURING THE IMPLEMENTATION OF DISCIPLINARY STEPS ARE AS FOLLOWS:

a) The disciplinary measures that should be implemented in a particular case should be viewed against the background of the seriousness of the transgression as well as the service and disciplinary record of the employee.

b) It must be kept in mind that certain aspects of a case may aggravate or mitigate a transgression. An employee with a good and long service record can for instance be handled more leniently during a first transgression. A transgression by an employee who is expected to set an example can be regarded in a more serious height. Should managers transgress, such a transgression aggravates his/her position. Should reliability be imperative for a certain job, any form of breach of trust will aggravate the transgression.

c) The consequence of the transgression for co-employees and the business of NCAA and its clients must be taken into consideration.

d) DAWS/NCAA may decide to view a transgression in a wordless serious height due to aggravating/mitigating circumstance and thus make a decision different for what was applied to a similar transgression; in such a case, the reason for such a decision must be conveyed to the employee and must also be noted on the employee's personal file.

3.7.8 TRANSGRESSION WHERE SUSPENSION IS ADVISABLE:

An employee should immediately be suspended from his/her workplace upon having committed or having been involved in one of the following transgression:

a) Serious assault;

b) Use of alcohol or drugs during work period;

c) If considered by DAWS to be incapable of performing his/her duties due to, one of temperament, insanity, loss of memory etc;

d) Rebellions or riotous behaviour;

e) Threats of violence or violent behaviour;

f) Any intentional or negligent act endangering the well-being of co-employees or which may have resulted to NCAA property or loss to any clients of the business;

g) Abusive or provocative language which could result in disturbance of the peace;

h) Insubordination of a serious nature effecting office morale and discipline;

i) Resistant refusal to obey or adhere to law-talk and reasonable instructions and/or request e.g. persistent lateness to work;

j) Unlawful possession or appropriation of NCAA's property or co-employee's property;

k) Theft;

l) Any other reason regarded as sufficient grounds for instant dismissal within the discretion of management;

Employees should be given the opportunity to defend themselves against allegation which may not necessarily assume the nature of a formal enquiry, depending on the nature of the allegation.

3.7.9 RIGHTS TO APPEAL

a) Should an employee be dismissed, such an employee must be reminded of his/her right to appeal against the outcome of the enquiry and his/her right to refer the matter to a court of law.

b) The appeal must be lodged within five (5) days of the enquiry chairperson's decision being conveyed to the employee.

c) A prescribed appeal form should be provided by DAWS for this purpose.

d) The appeal should be presided over by a DAWS manager.

3.7.10 THE FOLLOWING CONSIDERATIONS APPLY IN CASES OF TERMINATION OF SERVICE DUE TO POOR WORK PERFORMANCE:

a. whether or not the employee failed to meet a performance standard; and

b. if the employee did not meet a required performance standard whether or not: the employee was aware, or could reasonably be expected to have been aware, of the required performance standard;

- The employee was given a fair opportunity to meet the required performance standard; and
- Dismissal was an appropriate sanction for not meeting required performance standard.

3.7.11 An employee is entitled to representation by a fellow employee of their choice during disciplinary steps.

3.8 DISCIPLINARY MATRIX

It is important to note that the possible disciplinary measures listed here are not maximum measures and merely serve as a guideline to those responsible for the application of this Disciplinary Matrix. Each case should be considered on its own merits and in the light of the evidence given and representations made. The chairperson shall, where circumstances permit, be entitled to apply a lesser disciplinary measure than is provided for as a guideline herein.

The list of offences hereunder is not exhaustive.

a) OFFENCES		Disciplinary Measures			
	Nature of Offences	**First**	**Second**	**third**	**Fourth**
	Very Serious				
1.	Being under the influence of Alcohol or drugs whilst on duty; Duty on DAWS/NCAA property or in DAWS/NCAA Vehicles.		In all cases where substance dependency problem is suspected, the offender should be referred for professional help, prior to considering dismissal. Note: A breath analysis may be conducted.		Dismissal
2.	Unauthorised possession use of firearms or dangerous equipment in the work place.				Dismissal
3.	The causing of loss and/or damage to DAWS equipment due to Negligence.				Dismissal
4.	Offensive behaviour or misconduct (Excessive indecent or insulting behaviour).				Dismissal
5.	Serious dereliction of duty				Dismissal

6.	Unauthorised and/or Un-communicated absence from work for a period of five (5) or more working days without good reason. (The onus to prove that a good reason for the absence exists rests with the employee.	Dismissal
7.	The making of a false statement or the omission of relevant information.	Dismissal
8.	Theft, falsification or fraud.	Dismissal
9.	Unauthorised revealing or selling of information, belonging to DAWS.	Dismissal
10.	Dishonesty	Dismissal
11.	Unauthorised possession of or the sale of DAWS property.	Dismissal
12.	Inciting of other employees to, or oneself disobeying lawful and reasonable instructions, regulations, orders and procedures of DAWS.	Dismissal
13.	Inciting a riot or taking part in a riot.	Dismissal
14.	Inciting others to take part in an unlawful strike or participating in such a strike.	Dismissal
15.	Intentionally creating an ill-motivated disturbance at the work place.	Dismissal
16.	Being proven guilty of a criminal offence which has an effect on the employment relationship.	Dismissal
17.	Being charged with or arrested for any crime, which might render the employee unsuitable for his position in DAWS, where reasonable grounds for such charge or arrest exists.	Dismissal
18.	Making ill-motivated or derogatory statements in public regarding DAWS/NCAA.	Dismissal

19.	Bringing the NCAA or the NCAA/ DAWS's name into disrepute.			Dismissal
20.	Bribery or corruption			Dismissal
21.	Selling or distributing intoxicants or harmful drugs on the premises or being in unlawful possession thereof.			Dismissal
22.	Assault.			Dismissal
23.	Contradiction of any part of the Civil Aviation Act.			Dismissal
24.	The use for financial gain of information acquired in his capacity on employee of DAWS.			Dismissal
25.	Failure to comply with fire, health and/or safety regulations of the NCAA/DAWS.			Dismissal

2)	***Serious Offences***	***First***	***Second***	***third***
1.	Being disrespectful to members of the public.	Written Warning	Final	Dismissal
2.	Unauthorised absence from post/workstation.	Written Warning	Final	Dismissal
3.	Unauthorised and/or un-communicated absence from work for a period of less than five(5) days without any reasonable excuse or explanation.	Serious Warning	Dismissal	
4.	The feigning of an illness or disability.	Serious	Dismissal Warning	
5.	The intimidation or threatening of co-employees or members of management.	Serious Warning	Dismissal	
6.	Doing unauthorized private work in DAWS Unit, DAWS equipment, for private use.	Serious Warning	Dismissal	

7.	Unauthorised entry, or allowing and/or effecting such entry by any employee into restricted areas.	Serious Warning	Dismissal
8.	The failure to incidents or to comply with job description.	Serious Warning	Dismissal
9.	Habitual absence without a reasonable excuse.	Serious Warning	Dismissal
10.	Failure to submit report/ appreciation for courses attended.	Serious Warning	Subsequent courses stopped

OTHERS

1.	Swearing and/or abusive language.	Serious Warning	Final Warning	Dismissal
2.	Loss of DAWS property.	Serious Warning	Final Warning	Dismissal
3.	The abuse of position or the Setting of a bad example.	Serious Warning	Final Warning	Dismissal

MINOR

1.	Low productivity, Unsatisfactorily work or poor performance where such is Under the control of the Employee.	Written Warning	Serious Warning	Final Warning	Dismissal

Note: Where applicable, the relevant employee must be placed on a performance improvement programme.

CHAPTER 4
AIRWORTHINESS AVIATION SAFETY INSPECTOR (ASI) CREDENTIALS

4.1 GENERAL

This section contains information for Inspectors concerning the types of Airworthiness Aviation Safety Inspector (ASI) credentials and the Inspector eligibility requirements and application procedures for those credentials. This section also contains direction and guidance to be used by Inspectors when employing ASI credentials during the performance of inspector tasks.

4.2 TYPES OF CREDENTIALS

ASIs are issued two types of credentials: (1) NCAA Inspector Identification that identifies the Inspector as an "Authorised Person" for the purpose of Rule (Insert Rule) of the Civil Aviation Rules/Regulation and authorised to perform the duties and exercise the powers under said rule; and (2) On-Duty Card (ODC) from Airports Security which provides for access to different areas of any Nigerian airport and aircraft, as indicated on the credential. This is in addition to the NCAA Identity Card

4.3 ELIGIBILITY REQUIREMENTS

ASIs assigned to positions involving air transportation inspections and audit are eligible to receive the NCAA credential; however, the inspector shall also complete a "Basic Airworthiness Inspector" course. To be eligible for the Airport credential, the ASI shall possess (or be concurrently issued) the NCAA credential; have fulfilled the requirements set forth in this handbook authorizing the conduct of ramp inspections; and have a job function that requires the conduct of inspections.

4.4 APPLICATION PROCEDURES

Inspectors shall apply for the two credentials by completing an application for a NCAA Inspector Credential and an ASI Credentials/On-Duty Card (ODC) in accordance with the procedures. (States may specify their own procedure) To expedite the issuance of the credentials, the application may be initiated before the inspector meets the training and qualification requirements outlined in this manual.

4.5 ISSUANCE, FORMAT AND CONTROL OF INSPECTOR CREDENTIALS

All Qualified Aviation Safety Inspectors (ASI's) must be issued with serialized identity badges signed by the Director General. In addition to the Aviation Safety Inspector badges, all ASI's will be required to carry documentation detailing scope of authority and duties delegated to each ASI and endorsed by the Director, Airworthiness Standards.

FORMAT: The ASI identity badge must bear the holders name, recent passport size photograph, DGCA & holders signature, identity no, validity date, Nigeria Coat of Arms and NCAA logo. The Credential should contain the following statement:-

"Assigned to duties of Inspection, Investigation and Enforcement pursuant to Sections 9, 33, 35, 36, 46, 48, 49, 70 78, 88, 89, and 91 of the Civil Aviation Act and subsections 1.3.3.4, 8.5.1.14, 9.1.1.10, 9.1.1.11, 9.2.3.2(b)(3) and 10.1.1.5 of the Nigerian Civil Aviation Regulations. He / She is authorized to detain or stop any aviation activity in the interest of safety and must be given free and uninterrupted access to all areas of all aerodromes and all Nigerian registered and foreign registered aircraft operating within Nigeria in the performance of official duty."

CONTROL: This credential is a controlled item and records of all ASI's credentials must be kept by the Director, Airworthiness Standards. While every effort must be made to prevent its loss or misuse, immediate notification of a loss must be made in writing to the Director, Airworthiness Standards who would eventually recommend for its replacement to the Director General. In addition, an inspector's badge/credential must be returned to the Director General upon termination of employment as an Aviation Safety Inspector.

VALIDITY: The validity periods of ASI credentials will be for a period of 2 years.

4.6 USE OF CREDENTIALS

Although the credentials contain the general authorization for the inspector to conduct NCAA work functions, specified work functions may only be performed after the inspector has been authorized by the Director, Airworthiness Standards and has satisfied the training and qualification requirements specified in this manual. Scope of Authorisation document.

(Form AC-AWS019D) shall be issued to all inspectors by the Director, Airworthiness Standards with the details of work functions they are authorised to perform. The work functions for the two credentials are as follows:

a. NCAA Inspector Credential.
The NCAA Inspector credential identifies an individual as an “authorised Person” to perform the duties and exercise the powers under the provisions of the Civil Aviation Act.

b. On Duty Card (ODC).
The Airport Functionary credential, ODC (On-Duty Card), contains authorization for an inspector to be given free and uninterrupted access to restricted areas at airports governed by the CARs while the inspector is performing official duties. These official duties include those types of inspections such as ramp inspections etc. An inspector must display this credential on an outer garment to be permitted entry into airport secured areas, and while working in these areas. While employing the ODC Airport Functionary credential, inspectors should consider the following procedures:

i) Physical Barriers.
Although this credential is an authorization for inspectors to be in secured areas, for physical barriers such as locked doors and gates, an inspector may need to seek local assistance to gain access. Inspectors should ask at the time of entry if the operator has any specific security program practices and procedures that need to be followed.

ii) Passenger Screening Points.
Inspectors approaching passenger screening points may not bypass that screening; however, if the inspector is unable to afford the delay that may be involved in passenger screening, then arrangements should be made with the airport or operator personnel to enter the secured areas at other entry points.

c. Lost or Stolen Credentials. If either one or both of these credentials are lost, stolen, or damaged, the inspector should report the occurrence immediately to the inspector's supervisor and to the Chief of the Flight Standards Division/Director, Flight Safety and Regulations.

5.0 DAWS POLICY ON PROVISION OF GUIDANCE AND PROCEDURES TO INSPECTOR

For job functions required to be accomplished by Aviation Safety Inspectors guidance and procedures are provided in:

a) Technical Guidance Material Vol. 1--General Inspector and Vol. 4-Airworthiness Inspector Handbook
b) DAWS Policy and Procedures Manual
c) Internal memorandum for guidance and procedures on new functions not covered by existing procedure or in case of amendment of current procedures before revision of the airworthiness handbook

APPENDIX 'A'

PROCEDURES FOR TECHNICAL AUDITS OF REGIONAL OFFICES

A. AT CORPORATE HEADQUARTERS

1. Three (3) days prior to departure, the team must obtain from the technical library (DAWS & CHQs) update of all technical manuals in the library, airlines by airlines. This must show number and date of last revision.

2. Team members must sort out operators whose documents they expects to find and audit in a particular region prior to departure.

   Team members must also note the following:

   - Aircraft in operator's fleet by type/number (quantity)
   - Availability and currency of approved documents (AOC/AMO)
   - Availability of maintenance documents on each aircraft type (MM, IPC SRM etc)
   - CHQs (library) list of document that are expected to be in the mini-library of the regional office
   - Study the last two (2) months DAWS representative's monthly report and action(s) taken on them prior to departure.
   - Study and be in the possession of the most current list of DAWS forms in a diskette.

B. AT THE REGIONAL OFFICE

1. Check working environment, regime of work, availability of working materials and aids to effectively perform the job functions both at the Regional Office main airport and the adjacent airports under the region.

2. Compare notes on operators in the region. Determine if regional office lists of operators, list of aircraft in each operator's fleet by type and quantity agrees with those from the headquarters.

3. Check that copies of each aircraft file for each aircraft in the fleet of each operator based in the region is available, up-to-date in terms of availability of reports of last C of A renewal with photocopies of C of R and C of A.

4. Check that copy of operator maintenance management exposition (AMO PM & MCM) of each operator based in the region is available and up to date in terms of last revision date.

5. Check if the region has all DAWS publications and current with those from the Headquarters.

6. Does the HODAWS at the region maintain communication with the Headquarters on technical matters (prove with file).

7. Are Airworthiness Inspectors able to perform their job functions successfully at the airport of their location and adjacent airports under the region with evidence of visits to other airports?

8. Check documents of ramp inspections conducted and evidence of follow-up.

9. Status, location and management/control of mini-library to be checked – who is in charge? How are documents been retrieved and returned?

10. Compare the library list from the DAWS/Headquarters with what exist in place at the regional office mini-library.

11. Are all continuous airworthiness documents available and up to date in terms of revision? i.e. ADs, SBs, ICAO documents, Maintenance documents, currency of revisions. e.t.c.

12. Any area(s) of complaints?

13. Any area(s) of expansion?

APPENDIX 'B'
PROCEDURE FOR COMPLETING AND SUBMISSION OF WORK PROGRAMME AND RECORD OF ACTIVITIES FOR ALL AVIATION SAFETY INSPECTORS (ASI) IN DAWS

OBJECTIVE:

This section provides guidance for Aviation Safety Inspector (ASI's) for submitting and obtaining approval for their respective Work Programmes for Surveillance/Inspection of the AOC's, AMO's, C of A's etc, etc. It also provides guidance to the Work Programme for the departments and the Directorate as a unit in addition to keeping up-to-date ASI records of activities.

PREREQUISITES:

- Knowledge of the regulations
- Successful completion of the Airworthiness Inspectors Indoctrination
- On-the-job Training
- Relevant experience

COORDINATION

The task requires coordination among Airworthiness Aviation Safety Inspectors (ASI's), the divisional heads, General Managers, DAWS and the DG.

REFERENCES, FORMS AND JOB AIDS

- Airworthiness Inspector Handbook
- Policy & Procedure Manual
- NCAA Form: GEN-AWS009

PROCEDURES:

i. ASI's shall:

   a. Obtain all necessary forms NCAA Form: GEN-AWS009.
   b. Fill in the Work Programme for the fiscal year and submit to divisional heads (Note: specific information must be filled in e.g. name of operator, aircraft registration marks, Maintenance check etc.)
   c. Fill in Record of Activities as the work for the year progresses.

ii. Each sectional head/General Manager assesses, reviews, and evaluates submission from each officer.

iii. If satisfactory, sectional head/General Manager compiles a summarized Work Programme for the entire division/department.

iv. Each General Manager submits summary to the office of the Director, Airworthiness Standards. (DAWS) for further comments and acceptance as applicable.

v. The DAWS shall present a summarized Work Programme for the entire Directorate, via a memo to the office of the Director General for Approval.

vi. When the DG's approval is obtained, DAWS will pass down necessary approvals for each department.

vii. Each sectional head/General Manager shall ensure compliance with the approved work programme.

viii. There shall be a periodic (every 3 months) review of the level of compliance and a report prepared to recommend measure to improve performance as may be required.

SAMPLE INSPECTOR CREDENTIALS

APPENDIX C

NIGERIA CIVIL AVIATION AUTHORITY

OFFICIAL CREDENTIALS ID NO.

The person whose photograph & signature appear on this Card is a duly accredited

AVIATION SAFETY INSPECTOR

"Assigned to duties of Inspection, Investigation and Enforcement pursuant to sections 9, 33, 35, 36, 46, 48, 49, 70 78, 88, 89 and 91 of the Civil Aviation Act and subsections 1.3.3.4, 8.5.1.14, 9.1.1.10, 9.1.1.11, 9.2.3.2(b)(3) and 10.1.1.5 of the Nigeria Civil Aviation Regulations. He/She is authorized to detain or stop any aviation activity in the interest of safety and must be given free and uninterrupted access to all areas of all aerodromes and all Nigerian registered and foreign registered aircraft operating within Nigeria in the performance of official duty.

HOLDER'S NAME

HOLDER'S SIGNATURE

NCAA FORM 103-2B

VALID UNTIL (DATE)

ISSUED UNDER SECTION 16(5) OF THE CIVIL AVIATION ACT

***IF FOUND PLEASE RETURN TO*:**

NIGERIA CIVIL AVIATION AUTHORITY
Corporate Headquarters
NNAMDI AZIKIWE INT'L AIRPORT
DOMESTIC WING ABUJA NIGERIA
TEL/FAX: 234-1-2790439
www.ncaa.gov.ng

DIRECTOR GENERAL OF CIVIL AVIATION

MECHANISM /METHODOLOGY OF DETERMINING STAFFING NEEDS AND STRENGTH

1.0 MAXIMUM UNAVAILABLE DAYS PER INSPECTOR

1.1 MAXIMUM UNAVAILABLE DAYS: This is the number of Days an inspector will be unavailable to work; as such every unit/section must calculate its staffing needs, based on the maximum unavailable days per inspector (MAXUD) in carrying out its workload.

1.2 NORMAL WORKING DAYS: This is the number of Days an inspector will be available to work. Taking into consideration that Normal Working Days (NWD) per annum is (20days/months x 12months/yr = 240days/yr). Table 1 and para 1.3 indicate the calculation of the number of maximum unavailable days per year.

TABLE 1: MAXIMUM UNAVAILABLE DAYS FORM

ITEMS		DAYS PER YEAR
NWD - Normal working Days		240
PREDICT ABLE ABSENCE PER ANNUM (PABS)		
1.	Annual Leave 30 days	
2.	Fatigue risk 30days	
3.	Maximum Training Period	35 days
4.	Meetings	20 days
PABS		115 days
UNPREDICTABLE ABSENCE PER ANNUM (UPABS)		
1.	Sick Leave	5 days
2.	Other Contingencies	6 days
UPABS		11 days

1.3 CALCULATING MAXIMUM UNAVAILABLE DAYS PER INSPECTOR
In determining the Maximum Unavailable Days Per an inspector in a Unit/Section will be applicable as follows: (PABS + UPABS) = (MAXUD) That is (MAXUD) = 115 + 11= 126days Maximum Unavailable Days per Inspector 126 days/year.

1.4 STEPS TO DETERMINING THE STAFFING NEEDS FOR EACH DEPARTMENT/UNIT

1.4.1 Step 1: Calculate total inspectors' hours available

1.4.1.1 There are two important components to calculating total inspectors' hours available:
a) The number of hours that each inspector is available to conduct work functions;
b) The total number of Inspectors;

1.4.1.2 To determine the number of work hours, assumptions must be made regarding:
a) The number of hours each week an inspector is expected to work (typically 40 hours per week);
b) The number of weeks annually an inspector will typically be available to work is 48 weeks annually, which is 240days [NWD];
c) The number of Days the inspector will be unavailable to work for other reasons will typically be 126days/year [MAXUD]. For example: If it is assumed that an inspector predictable absence plus unpredictable absence is 126days/year [MAXUD] and the inspector's available workdays is 240 days/year [NWD]. Therefore, to determine the total inspector's hours will be 240days x 8 = 1,920hrs/annum.

Note: 1.2 and 1.3 provide the information necessary to determine the working days.

1.4.1.3 This analysis is conducted separately for each Department/Unit of the Directorate using Appendix E;
1.4.1.4 Therefore, the total number of Department/Unit of the Directorate refers to the total number of current, qualified and available inspectors;
1.4.1.5 Once these two numbers are determined, total inspector hours available for each Department/Unit can be calculated by finding the sum of the number of hours each inspector is available for to perform work function and the total number of inspectors. Thus, if an inspector has 912 hours available, and there are 4 inspectors; then the Total Hours Available of that Department/Unit is 3,648 (912X4).

1.4.2 Step 2: Calculate total inspectors hours required:

1.4.2.1 First, it is necessary to calculate the total inspectors' hours required. This requires collection of three types of information:

(a) The identification of each work function broken down into categories of activities:
i. Surveillance activities;
ii. Renewal activities;
iii. Certification/Variation activities;
iv. Other regulatory and administrative activities;

(b) The annual frequency of each work function;

(c) The total number of inspector hours required to complete each work function.

TABLE 2: DATA COLLATION FORM

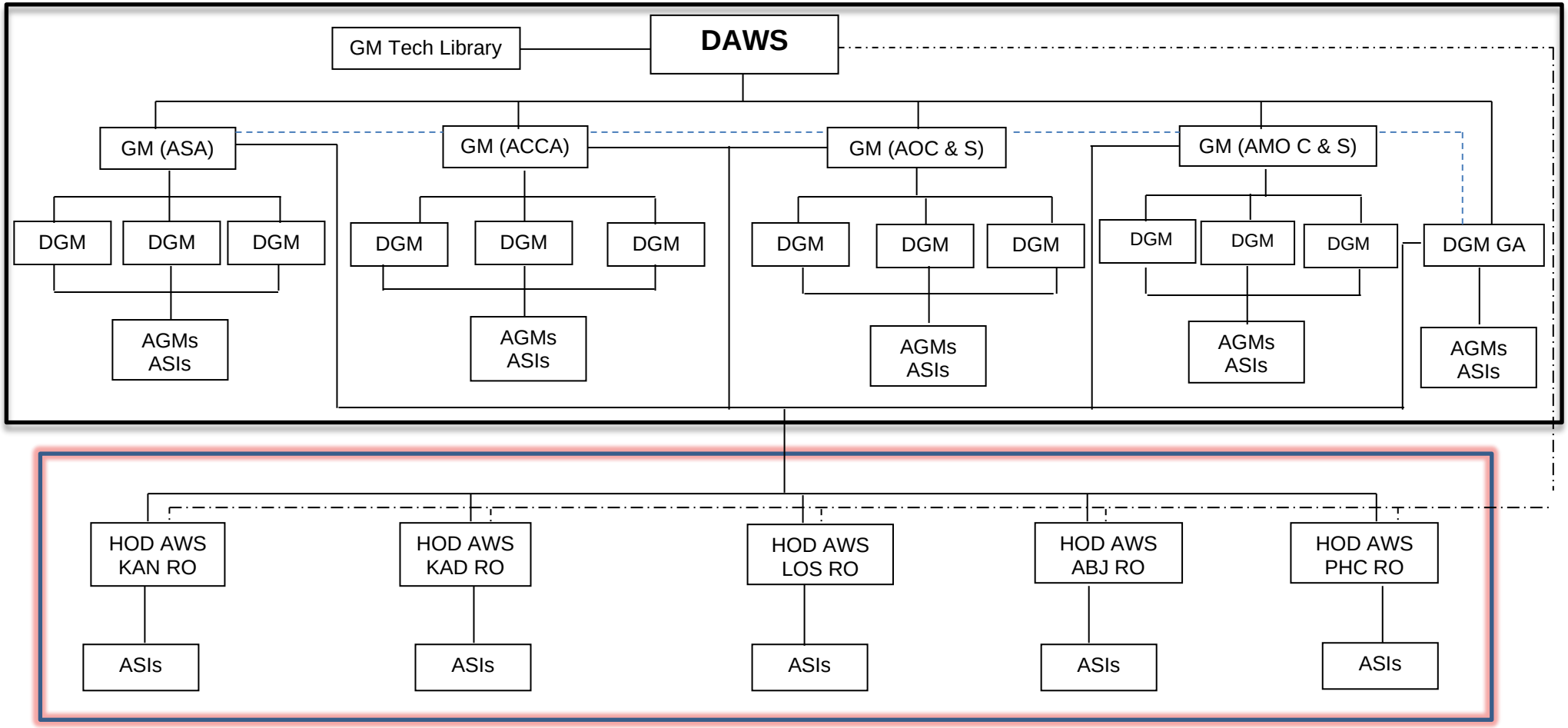
Task Number	Work Function	Description	Number of Inspection Required	Working Hours Required (Average Time Spent)	Total Inspectors/ Hours Required	Annual Frequency			Total Inspectors/Hours/ Years Required		
	Ramp Inspection	Surveillance Yearly	2	8	16	2021	2022	2023	2021	2022	2023
						10	15	20	160	240	320

1.4.2.2 The total number of annual hours required for each work function can be calculated by multiplying the times per year each work function is performed by the number of inspector hours required to complete each work function.
1.4.2.3 Calculate the total inspector hours required by each section separately, then find the sum of the total number of hours required for each work function performed by the Directorate.
1.4.3 Step 3: Compare total hours available and total hours required:

1.4.3.1 Compare the Total Inspector Hours Available as calculated in Step 1 to the Total Inspectors Hours Required and Total Inspector Hours Available calculated in Step 2. If the Total Inspector Hours Required is less than the Total Inspector Hours Available, then the department has sufficient staffing.
1.4.3.2 However, if the Total Inspectors Hours Required is more than the Total Inspector Hours Available, then consider requesting for additional staff.

1.4.4 Step 4: Ensure inspectors workforce is properly qualified and trained:

1.4.4.1 This step involves taking the number of inspectors required and determining the necessary training and qualification requirements for the inspectors to meet the demands of the civil aviation system;
1.4.4.2 These training requirements include the necessary Inspectors training (initial, recurrent and on-the-job training) as well as the necessary aircraft type- rating qualifications needed for effective oversight of commercial air operators, general aviation and other service providers. The training requirements are detailed in section 1.4 of this manual. and the Inspector Training System (ITS).

Appendix D

Established Organogram – NCAA Directorate of Airworthiness Standards