



CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
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CHAPTER 7 OPERATIONAL DEMONSTRATION AND INSPECTION PHASE



JTA.OPS.2004, DSA.AOC.CHKL.060

7.1 GENERAL

7.1.1 Cameroon regulations require an applicant to demonstrate the ability to comply with regulations and safe operating practices before beginning revenue operations. These demonstrations will include actual performance of activities and/or operations while being observed by inspectors of the certification team. This will also involve on-site evaluations of aircraft maintenance equipment and support facilities.

During these demonstrations and inspections, CCAA evaluates the effectiveness of the policies, methods, procedures and instructions as described in the manuals and other documents developed by the applicant. During this phase, emphasis should be placed on the applicant's management effectiveness.

Deficiencies shall be brought to the attention of the applicant in writing, and corrective action shall be taken before an AOC can be issued.

7.1.2 The preliminary assessment of the application, as described in Chapters 5 and 6, should provide CCAA with a general appreciation of the scope of the proposed operation and the potential ability of the applicant to conduct it safely. However, before authorizing the issuance of the AOC, CCAA will need to thoroughly investigate the operating ability of the applicant. This important and more detailed phase of the investigation and assessment will require the applicant to demonstrate thorough, day-to-day administrative and operational capabilities, including, in some cases, proving flights over proposed routes, the adequacy of facilities, equipment, operating procedures and practices, and the competence of administrative, flight and ground personnel. Demonstration flights may include any aspect to be covered by a special authorization in the operations specifications which will be associated with the AOC when issued. Training or positioning flights observed by a CAA inspector may be credited towards meeting demonstration flight requirements.



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7.1.3 The operational aspects demonstration and inspection phase shall encompass all aspects of the proposed operation. However, such matters as the inspection of the passenger services organization, though necessary, is not covered in this manual.

7.1.4 Precise details of inspections will be determined by many factors, such as the nature, scope and geographical areas of operations, the type of airborne and ground equipment to be used and the method of operational control and supervision. Many of the inspections required for initial certification or addition of a new aircraft type will subsequently be conducted as part of CCAA surveillance plan.

For ease of reference the detailed procedures, including job aids/checklist are contained in Volume II (for operations) and Volume III (for airworthiness) of this manual.

7.1.5 It will also be necessary to ascertain that facilities located in other States, which are to be utilized, are adequate. As CCAA licences are fully compliant with ICAO Annex 1 – Personnel Licensing requirements, they are acceptable to other States where operations will take place.

7.2 ORGANIZATION AND ADMINISTRATION

7.2.1 During the operational demonstration and inspection phase, the applicant's organizational structure, managerial style, direction and philosophy will be evaluated to ensure that necessary and proper control can be exercised over the proposed operation. A sound and effective management structure is essential; it is particularly important that the operational management should have proper status in the applicant's organization and be in suitably experienced and competent hands. Through discussions with key management personnel and through observation, the CCAA certification team will evaluate the appropriateness of the management structure and determine whether or not clear lines of authority and specific duties and responsibilities of subordinate elements and individuals are established. These duties and responsibilities need to be clearly outlined in the applicant's operations and MCMs and other company documents. It should also be determined that acceptable processes are established for conveying company procedures and operating instructions to the personnel involved to keep them appropriately informed at all times. The authorities, tasks, responsibilities and relationships of each position need to be clearly understood and followed by the individuals occupying these positions.



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7.2.2 At all levels, it is necessary that the applicant's personnel are thoroughly integrated into the operation and are made fully aware of the channels of communication to be used in the course of their work and of the limits of their authority and responsibility.

7.2.3 The applicant's staffing level needs to be evaluated to determine whether an adequate number of personnel are employed at management and other levels to perform the necessary functions. The number and nature of personnel will vary with the size and complexity of the organization. Through a sampling questioning process, the CCAA certification team will determine whether or not management personnel are qualified, experienced and competent to perform their assigned duties.

7.2.4 Experience has shown that the quality of an operation is directly related to the standards maintained by its management. Competent management usually results in safe operations. An excess of managers can lead to fragmentation of responsibility and control and to as much difficulty and inefficiency as a shortage. Either case can result in a lowering of operational standards. Thus, the evaluation of an applicant's organization is a very significant phase of the certification inspection process.

Once it has been determined that the applicant's organization is adequately staffed and managed, a detailed examination of the organization shall be initiated, and the suitability and use of the associated operations manual and MCM shall be assessed.

7.3 GROUND OPERATIONS INSPECTION

7.3.1 General

7.3.1.1 The purpose of this phase of the certification inspection is to ascertain, through on-site inspections, the adequacy and suitability of the applicant's staffing, training programme, ground equipment, facilities and procedures to conduct the operations specified in the application.

7.3.1.2 The inspection of maintenance facilities and procedures is part of the ground inspection and will be carried out separately by airworthiness inspectors who are part of the CCAA certification team. This aspect is covered in detail in Volume III of this manual.

7.3.1.3 Detailed procedures for the conducting of ground operations inspection other than maintenance facilities are contained in Volume II of this manual.



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7.3.2 Flight crew qualifications, licensing and training

The CCAA inspector shall determine that the applicant has established procedures and training programmes to ensure that flight crew qualifications meet the requirements of the “Arrêté N° 00609 - MINT du 13 Sept 2006 modifiant l’annexe de l’arrêté N° 00738 - MINT du 07 juin 2005 relatif aux licences et qualifications des personnels de l’aéronautique civile” and that personnel are duly licensed and hold appropriate and valid ratings in accordance with those requirements. Detailed inspection procedures are outlined in Volume II, Chapter 11 of this manual.

7.3.3 Cabin crew competency and training.

The CCAA inspector shall also determine that the applicant has established a training programme to ensure that cabin crew members are competent in executing those safety duties and functions to be performed in the event of an emergency including a situation requiring emergency evacuation. Detailed inspection procedures are outlined in Volume II, Chapter 4 of this manual.

7.3.4 Training programmes

The training programme shall be described in detail either in the operations manual or in a training manual which, whilst it will form part of the operations manual, will be issued as a separate manual. The choice will generally depend upon the extent of the operations and the number and types of aircraft in the operator’s fleet. Most applicants find it convenient to set forth their training programmes in a training manual of one or more volumes to facilitate easy application and updating. Depending on the scope and complexity of the proposed operation, the training programmes required by regulations may be carried out under the direct control of the applicant or conducted by other training facilities under contract to the applicant, or a combination thereof.



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In any event the CCAA certification team will need to carry out a thorough analysis and inspection of all phases of the applicant's ground and flight training programmes. This analysis and inspection should permit a determination as to whether the training methods, syllabi, training aids/devices, training standards, related facilities and record keeping are adequate.

The qualifications of ground and flight instructor personnel shall be established and their effectiveness evaluated. Detailed inspection procedures are outlined in Volume II, Chapter 4 of this manual.

7.3.5 Record keeping.

In accordance with regulations, operators are required to maintain certain records pertaining to the conduct of the operations for a specified period. The primary objective of the inspection of operations and flight records is to ensure that operators comply with established procedures and appropriate regulations. The procedures for record keeping need to be evaluated as part of the certification inspection process to indicate the manner in which records will be kept and whether or not such recording will be conducted in compliance with relevant regulations.

Detailed inspection procedures are outlined in Volume II, Chapter 9 of this manual.

7.3.6 Fuel computation procedures

7.3.6.1 The objective of this inspection is to determine whether the applicant's aircraft will be dispatched with adequate fuel loads calculated in accordance with regulations and the policy set forth in the operations manual. To make this determination, the fuel computation policy and sample operational flight plans for flights to be dispatched from different bases on routes and route sectors calling for wide differences in fuel requirements and including sectors on which aircraft fuel capacity is critical, shall be examined and the fuel to be carried validated against expected aircraft performance, with appropriate corrections for wind conditions and flight levels en-route.



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7.3.6.2 The fuel policy shall consider the additional fuel necessary to proceed to an adequate aerodrome in the event of failure of one engine or loss of pressurization, at the most critical point while en route, whichever is higher.

7.3.6.3 Detailed inspection procedures are outlined in Volume II, Chapter 9 of this manual.

7.3.7 Aircraft mass and balance procedures

7.3.7.1 This part of the inspection is to ascertain that aircraft will be safely and correctly loaded and to investigate the applicant's method of exercising overall mass control. CCAA inspector shall examine the system and methods whereby aircraft mass is checked and maintained to ensure that mass fluctuations due to modifications and other causes are fully taken into account and that the mass statement is accurate. Detailed inspection procedures are outlined in Volume II, Chapter 8 of this manual.

7.3.8 Ground inspection deficiencies

7.3.8.1 Unsatisfactory conditions noted by CCAA certification team during the ground inspection need to be brought to the attention of the applicant for corrective action. The opportunity shall be provided for the applicant to remedy any deficiencies affecting the safety of the operation before the commencement of any flight operations inspection. All discrepancies and items of non-compliance need to be corrected or resolved, with acceptable records of the corrective actions taken being kept, to the satisfaction of the CCAA certification team prior to the inauguration of commercial service.



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7.3.9 Evaluation of passenger evacuation and ditching capability

7.3.9.1 Regulations require that before an aircraft type and model can be used in commercial air transport passenger-carrying operations an actual full capacity emergency evacuation demonstration has been conducted to check the suitability of the emergency equipment and to determine the maximum number of persons on board. All passengers must be evacuated from the aircraft within 90 seconds or less using 50% of the available doors. Subsequently, engineering analysis and historical data can be used to validate other passenger seating configurations. Prior to the import of an aircraft into Cameroon and issue of a Certificate of Airworthiness, the "Service de la Navigabilité et de la Maintenance des Aéronefs" will conduct an interior inspection to ensure conformity to an approved interior configuration, emergency and safety equipment, and that there is documentation to confirm that the full capacity emergency evacuation has been completed satisfactorily.

The Type Certification Data Sheet (TCDS) and Aircraft Flight Manual (AFM) will normally provide this information.

7.3.9.2 Emergency evacuation training and competency requirements for crew members are established in regulations. As part of the document evaluation, CCAA inspectors shall determine that the applicant has established a training programme that ensures that crew members are competent in executing those safety duties and functions to be performed in the event of an emergency evacuation. Detailed inspection procedures related to training programme approval and monitoring are outlined in Volume II, Chapter 4 of this Manual.



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7.3.9.3 Regulations do not permit an operator to use an aircraft in extended flights overwater unless it has first demonstrated to the CCAA that the aircraft has the ability and equipment to carry out emergency ditching procedures. The “Service de la Navigabilité et de la Maintenance des Aéronefs” will review the aircraft documentation to ensure that an aircraft intended to be used for extended flights overwater is certificated for ditching

7.3.9.4 Ditching training and competency requirements for crew members are established in regulations. The CCAA inspectors shall determine that the applicant has established a training programme that ensures that crew members are competent in executing those safety duties and functions to be performed in the event of a situation requiring ditching. Detailed inspection procedures related to training programme approval and monitoring are outlined in Volume II, Chapter 4 of this Manual.

7.4 FLIGHT OPERATIONS INSPECTION

7.4.1 Following the ground operations phase of the inspection programme prior to certification, it may be necessary, particularly in the case of new operators, to carry out a series of inspections in the course of flight. Such inspection flights provide an opportunity for the applicant to demonstrate the ability to carry out the proposed operations in accordance with applicable regulations. Passengers shall not be carried during inspection flights prior to certification and observer personnel on-board the aircraft shall be kept to a minimum. However, it is generally desirable for the applicant to have on-board company personnel who can take decisions and make commitments on behalf of the applicant concerning action to correct deficiencies.

7.4.2 The determination by CCAA as to whether or not demonstration flights will be required, and if such flights are required, their number and type, will depend on the CCAA’s assessment of the capabilities of the operational and maintenance systems established by the applicant. All demonstration flights are to be conducted using the methods and procedures proposed by the applicant in the formal application package (Volume I, Chapter 5).

7.4.3 Detailed demonstration flight procedures are outlined in Volume II, Chapter 5 of this manual.



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7.5 CONCLUSION

Documentation Evaluation Job Aid JTA.OPS.2.004 shall be utilized and checklists and forms specified in the Job aid shall be completed to confirm the acceptability of the operational aspects during the demonstration and inspection phase.

[Note— Detailed job aids and procedures for the demonstrations and inspections subjects noted below are contained in Volume II and III of this manual.]