



NATIONAL TRANSPORTATION SAFETY BOARD

Office of Aviation Safety
Washington, D.C. 20594

May 29, 2019

Attachment 6 – Taquan GOM Section 1

OPERATIONAL FACTORS / HUMAN PERFORMANCE

ANC18FA053

Purpose of the Manual

The purpose of this manual is to provide policy and procedure that enable company personnel to carry out their assigned duties and responsibilities in accordance with company policy and FAA regulations.

Distribution of the Manual

A copy of this manual, or appropriate portions thereof, will be made to all areas of responsibility within the company, including, but not limited to:

- A. President/CEO
- B. Director of Operations (master copy)
- C. Director of Maintenance
- D. Chief Pilot
- E. Maintenance Personnel
- F. Flight Coordinating Office
- G. Pilots (Operations Manuals are carried onboard each aircraft)
- H. FAA

It will be the responsibility of the Director of Operations and Director of Maintenance to determine that all personnel under his direction have access to and are familiar with the applicable portions of this Operations Manual and the Operations Specifications.

The Director of Operations will be responsible for keeping the manual up to date when revisions are required. He will number each copy of the manual and maintain a record of distribution by copy number.

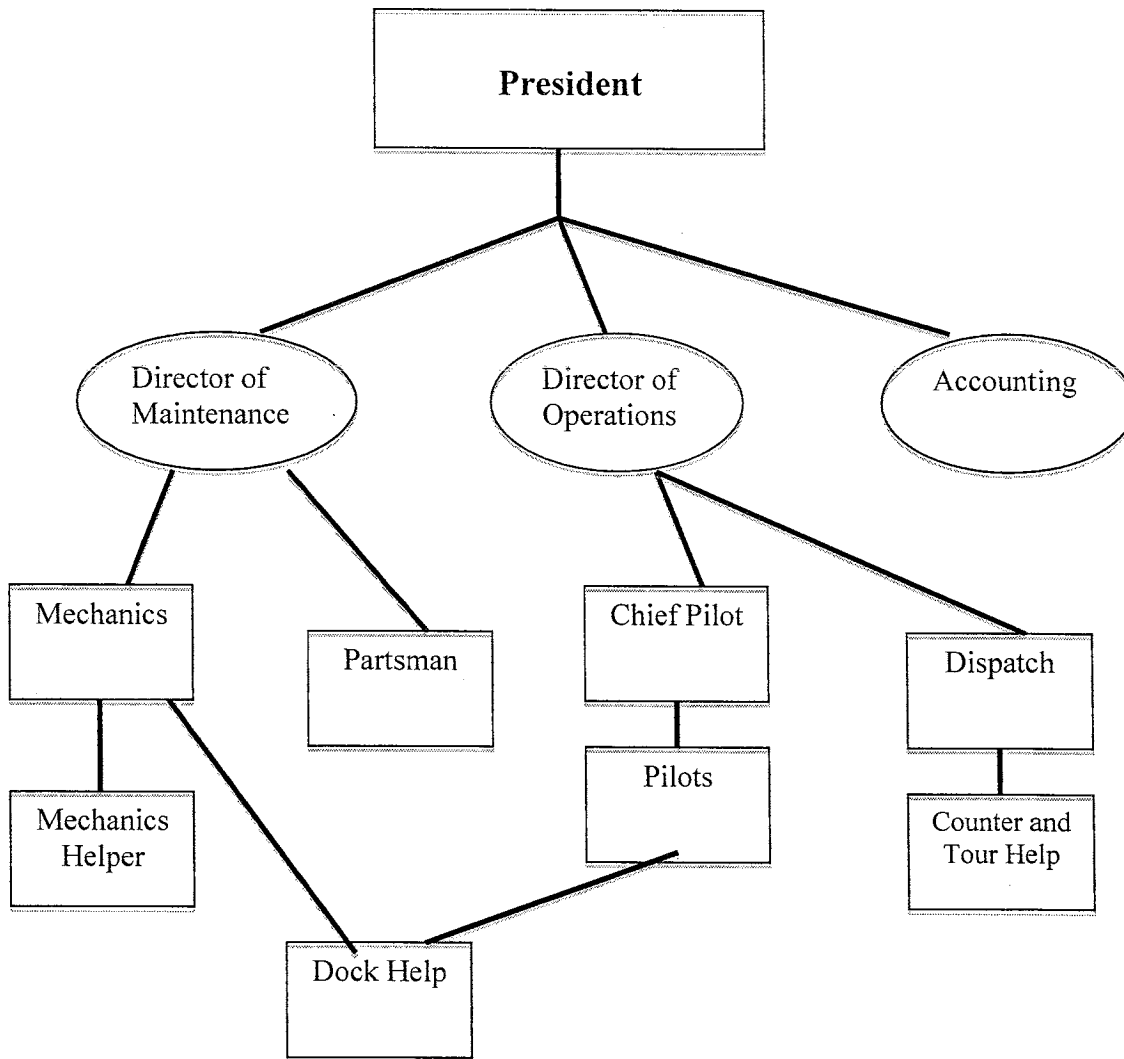
All employees are encouraged to submit any constructive suggestions which will improve the value of our Operations Manual

Company Policy

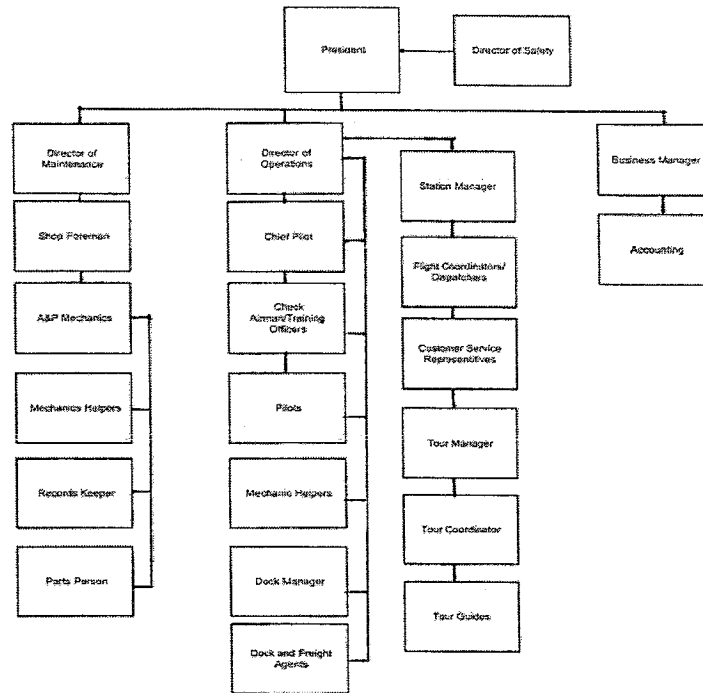
It is the policy of this company to provide the best in air travel safety and reliability. Well trained and professional employees are key to reaching this goal.

To maintain the highest level of safety, all personnel must perform their duties in accordance with the procedures set forth in this manual, in compliance with Operations Specifications and the applicable FARs.

Taquan Air Management Flow Chart



ORGANIZATIONAL CHART



Informing Personnel of Operational Information and Changes (135.81)

- A. It is the responsibility of the Director of Operations to determine that personnel who have responsibilities governed by policies and/or duties associated with the procedures contained in this manual and the Operations Specifications have access to and are familiar with the applicable portions of this manual and the Operations Specifications
- B. Current copies of the FAR/AIM and the Alaska Supplement are available to pilots at each pilot base.
- C. A current Aircraft Flight Manual (AFM) is carried on board each aircraft.

Airplane Flight Manual Revision System (HBAT 99-07)

Maintaining current Aircraft Flight Manuals is accomplished by a subscription service for each aircraft type from the manufacturer. When a revision is received from an aircraft manufacturer it will be evaluated by the Director of Operations, the Director of Maintenance and the Chief Pilot to determine if the revision is pertinent to Taquan Air's operation and if so to determine what course of action will be taken to incorporate changes in operating procedures and the training program. After evaluation by Taquan Air the Director of Operations will notify its POI within 15 days of the AFM revision receipt that:

- A. Taquan Air has evaluated the AFM revision;
- B. That either the information contained in the AFM revisions is not applicable and why, or Taquan Air's intended course of action to make changes to operating procedures and the training program;
- C. If changes are to be made, that Taquan Air will either adopt the manufacturer's recommended operating procedures into its operating manual and training program or propose an alternative method of complying the revision.

The evaluation process includes three aspects:

- A. Operations: To ensure that changes have been incorporated into the respective Aircraft Flight Manual. To ensure that each crewmember is informed of any change in the operation for that aircraft type.
- B. Training: To ensure that Aircraft Flight Manual review and understanding is conducted in the initial, transition and recurrent training.

C. Maintenance: Any aircraft alteration or modification that requires a change to the operating procedures or aircraft limitations will be incorporated into the Aircraft Flight Manual.

Operational Control

Definitions:

This section on Operational Control contains essential elements required to be components of the operational control system, used by Taquan Air, as described or referenced by Ops Spec A008.

Operational Control is defined in FAR 1 as “the exercise of authority over initiating, and conducting, and terminating a flight”. Operational Control is exercised by publishing policies and procedures for operational control personnel and flight crews to follow in the performance of their duties and assuring adequate information and facilities are available to conduct the planned operation. Taquan Air’s Director of Operations is responsible for ensuring that both flight crews and operational control employees comply with the published policies and procedures with respect to both Taquan Air Ops Spec A008 and herein.

Operational Control Systems

Operational Control Systems in accordance with company policy, can also be divided into seven essential elements... detailed in the following (also refer to Taquan Air Ops Spec A008):

a. Crewmember Requirements:

Taquan Air, Part 135 operations are conducted strictly by direct employees of Taquan Air, and are accountable for the performance of those people during all aircraft operations. All of Taquan Air flight crew qualifications will adhere to FAA regulation with respect to their employment.

b. Aircraft Requirements:

Taquan Air, will conduct part 135 operations with aircraft that are owned or leased throughout all its flights and maintained under part 135 outlines. If any aircraft is operated under part 91 Taquan Air, will ensure that it is in accordance with Ops Spec A008

c. Exclusive Aircraft Use Requirements for Part 135 Operations:

At least one aircraft that meets the requirements for at least one kind of authorized Taquan Air operations specification will remain in Taquan Air’s exclusive possession.

d. Use of Other Business Name(s) (DBA):

Taquan Air, does not allow the use of unauthorized company names to obscure our company's responsibilities to operational control over its flight operations.

e. Aircraft Operation Agreement and Arrangements:

Taquan Air agreements throughout a lease process will fully explain maintenance of such aircraft, as well as operational control, never shifting liability and accountability for safety onto the owner and away from Taquan Air. (refer to Ops Spec A008).

f. Management Personnel and Persons authorized to Exercise Operational Control.

The following personnel, in the order listed, shall determine whether the flight can be carried-out in compliance with Part 135 regulations and under Taquan Air's Pilot procedures. PIC's to conduct Operational Control duties will have sufficient knowledge to initiate or terminate 135 flights as per regulation, limitations, authorizations, and procedures. (refer to Ops Spec A008).

1. Director of Operations – George Curtis
2. Chief Pilot – Mike O'Connor
3. President – Brien Salazar

The Director of Operations routinely delegates the duty of Operational Control to the Flight Coordinator on duty. However, when flight operations are being considered or conducted during the following conditions, the Flight Coordinator on duty will obtain concurrence from the Director of Operations or Chief Pilot (in their absence, a senior pilot may be consulted for concurrence) prior to the initiation or continuation:

1. Wind speed in excess of 30 knots in take off or landing area.
2. Wave height in excess of 18 inches in take-off or landing area.
3. Open water, ocean type swells are present in take-off or landing area.
4. Lake flights that involve: small lakes, restricted access (one-way in, one-way out), MVFR weather, and or gusty winds.
5. Salt water beach operations where rocky beach, waves, or out going tide are involved.
6. River operations
7. Flight outside normal operating area.
8. Pilot qualifications or aircraft suitability is in question concerning a particular flight.

g. Operational Control Information Requirements:

Taquan Air's operational control system is such that each pilot in command strictly adheres to instructions and maintains company/FAA compliance. The PIC will be informed as to the regulatory nature of each flight. These requirements do not apply to the emergency authority of the PIC in accordance to 91.3(b), and/or section 135.19(b).

Maintenance Control

Maintenance control with respect to aircraft airworthiness means the exercise of authority over the approval of return to service and termination (grounding) of the airworthiness status of the FAR 135 aircraft. The following people have maintenance control:

1. Director of Maintenance – Paul Askren

The Director of Maintenance has final authority and responsibility in regards to aircraft airworthiness release and termination. The Director of Maintenance routinely delegates maintenance control to the Maintenance Supervisors, or in their absence, to the Line Maintenance Personnel on duty.

NOTE:

Once an aircraft has been released by maintenance, it is the responsibility of the Pilot-in-Command to determine the continued airworthiness of their assigned aircraft. Reference the Operations Manual section 2 “pilot-in-command responsibilities”, section 3 “flight preparation”, section 5 “maintenance”.

Duties and Responsibilities of Management Personnel

Director of Operations

The Director of Operations will have the authority and responsibility to perform the following duties:

- A. Safety officer for flight operations,
- B. Operations Manual maintenance, revision and distribution,
- C. Company liaison with the FAA,
- D. Obtaining and disseminating aeronautical weather data for the control of flight operations,

- E. Obtaining, maintaining, and distributing current aeronautical data for airports in use,
- F. Anti-Drug Program Manager (ADPM).
- G. Manage the ORM and Ground Service Personnel Training programs

Director of Maintenance

The Director of Maintenance will have the authority and responsibility to perform the following duties:

- A. Overall maintenance supervision,
- B. Maintenance record keeping,
- C. Maintenance scheduling,
- D. Maintenance reporting,
- E. Maintenance personnel hiring and training,
- F. Weight and balance reports,
- G. Parts acquisition and stocking,
- H. Assignment of maintenance personnel duties,
- I. Final authority of airworthiness determinations.
- J. Manage the Maintenance Program.

Chief Pilot

The Chief Pilot will have the authority and responsibility to perform the following duties:

- A. Flight Crew hiring and supervision,
- B. Training supervision,
- C. Training and flight crew records,
- D. Check airman supervision,
- E. Training schedule,
- F. Flight crew scheduling,
- G. Training Manual maintenance, revision and distribution,
- H. Anti-Drug Program Supervisor.
- I. Manage the CFIT Avoidance Program

PILOT RECORDS

The Pilot records required by the FAR's will be maintained in hard copy form and kept in a binder for each pilot. Pilots, Check Airman and Instructors will sign these hard copies as required. These official records will be made available to the FAA for inspection upon request.

In addition to the official records, Taquan Air will enter the record data into computer form for organizational and tracking purposes. These computerized records do not constitute an official record.