

DCA24FA017

OPERATIONAL FACTORS/HUMAN PERFORMANCE

Attachment 16

DuPage Aerospace Corporation Standard Operating Procedures [Excerpts]

January 24, 2025

CREW MEMBER RESPONSIBILITIES

GENERAL INFORMATION

This section will define the responsibilities of each crewmember assigned to the flights. The crewmembers will be defined as Captain (CA), First Officer (FO), Pilot Flying (PF), Pilot Not Flying (PNF), and Cabin/Flight Attendant. When a Cabin/Flight Attendant is not on board the aircraft, the duties normally assigned to the Cabin/Flight Attendant, will be assumed by the FO.

A two-pilot crew consists of the PF and the PNF. It is crucial to establish that these pilots are members of a team and share the same task and responsibility. For a two-pilot crew to function smoothly and efficiently, both pilots must understand that competitiveness, criticism and personal preferences or styles have no place on the flight deck. Any conflicts between crewmembers that arise during a flight, but are not directly related to the safety of that flight, should be resolved after the termination of the flight and should not be allowed to compromise flight deck discipline or coordination.

The key to successful flight deck management is OPEN, NON-THREATENING AND EFFECTIVE COMMUNICATION between crewmembers. Both the plan of action and the procedures for implementing that plan must be understood and shared at all times by both crewmembers. Standardized procedures have been adopted by DuPage Aerospace Corporation to assist pilots in the orderly transition between different types of aircraft. This transition is designed to assist crewmembers and maintain a clear continuous communication on the flight deck. Effective cockpit resource management on the flight deck is imperative. Efforts toward implementing self-discipline and effective communication will result in a professional flight crew. Clear, concise and considerate communication to fellow crewmembers and the customer is essential. Effective communication will prevent oversights and mistakes in the realm of safety and customer service.

A key concern in communication lies in the relationship between Captains and First Officers. It will be clearly understood that all First Officers are being groomed to perform the role of Captain. The successful development of DuPage Aerospace Corporation depends on how that grooming is accomplished. The customer observes Pilots as “Front Line” professionals and they are the ultimate sales people for the company. It is DuPage Aerospace Corporation’s desire that customer service be flawless.

Assigned flight crews will conduct a safe, efficient operation within the boundaries of DuPage Aerospace Corporation’s regulatory policies and procedures. All company pilots will conduct their flights with the strict adherence to the procedures found in this SOP Manual. Deviation by individual prerogative is prohibited. The designated Captain of an aircraft retains the ultimate responsibility for that aircraft and its operation. Should a Captain of an aircraft elect the role of Pilot Not Flying, he/she will perform the duties of the Pilot Not Flying, however, in no way relinquishing his/her control as the Pilot in Command.

Anytime a crewmember observes another crewmember’s action to be unsafe in manner or performing actions that are inconsistent with company procedures or regulations, he/she will bring it to the attention of that crewmember. If that crewmember continues to operate unsafely or violate procedures or regulations, it is the other crewmember’s responsibility to report these violations to the Chief Pilot. Failure to do so will make both crewmembers liable for the action(s).

Captain (CA)

The Captain is the "Pilot In Command". The Captain is responsible for, and is the final authority as to the safe operation of the aircraft.

The Captain will take the role of mentor in the areas of customer service, flying technique and company policies. The Captain's role as mentor will be undertaken in an encouraging, uplifting and positive manner. Criticism will be carefully thought out and addressed clearly, defining precise areas for improvement. Captains should also realize they are not perfect, and strive to develop a cockpit environment that promotes good communication where the First Officer feels comfortable questioning a situation with which he/she is unsure of or uncomfortable with. Additionally, the Captain should take advantage of every opportunity possible to create a learning experience for the First Officers he/she is flying with.

First Officer (FO)

The First Officer is considered to be in training for the position of Captain for the aircraft he/she is flying. The First Officer will take the role as an "enthusiastic student", gaining knowledge from the Captain on each flight. Suggestions or constructive criticism from the Captain should be pondered for a moment without the influence of emotion to determine areas for improvement. It should be stressed that as the Second In Command, it is the duty and responsibility of the First Officer to question the Captain if he/she is unsure of or uncomfortable with a situation.

The Captain and First Officer shall combine their past experiences in order to obtain the optimum performance as a team. Every person, no matter what his/her background, has an area of knowledge that will prove critical to DuPage Aerospace Corporation's success as a whole. Each one of us is capable of learning from each other.

Pilot Flying (PF) & Pilot Not Flying (PNF)

Before each leg, the Captain and the First Officer will decide who will be the Pilot Flying (PF) and the Pilot Not Flying (PNF). Any changes in the division of duties will be thoroughly discussed and understood by both crewmembers before the flight.

The duties of **Pilot Flying** are as follows:

- Hands-on control of the aircraft (If a tiller is installed, the left seat pilot must taxi)
- Using the Flight Director and Autopilot
- Calling for Checklists
- Takeoff and Approach briefings
- Decisions concerning aircraft course and altitude
- Performing takeoffs, aborted takeoffs called by the captain, missed approaches and landings, monitoring systems

The duties of **Pilot Not Flying** are as follows:

- Cockpit set-up of communications and navigation equipment
- Reading checklists and determining performance data
- Monitoring all instruments, aircraft performance, and systems
- Calling any deviations from assigned or planned course or altitude
- Challenging any actions of the PF which appear to be inconsistent with the safe and legal operations of the aircraft and Company SOP's.
- Ensure that ground transportation arrangements are in order for the passengers

Cabin Attendant

The Cabin Attendant, when assigned to a flight, is responsible for ensuring passenger safety and comfort. Since the Cabin Attendant is in direct communication with the passengers, it is extremely important that he/she represents DuPage Aerospace Corporation in a professional and courteous manner. The Cabin Attendant will make all attempts to meet every need and request of the passengers for each leg of their trip.

Flight Attendant – only required if more than 19 passenger seats installed in the aircraft.

The Flight Attendant, when assigned to a flight, is responsible for ensuring passenger safety and comfort and conduct passenger briefing if requested by the Captain. Since the Flight Attendant is in direct communication with the passengers, it is extremely important that he/she represents DuPage Aerospace Corporation in a professional and courteous manner. The Flight Attendant will make all attempts to meet every need and request of the passengers for each leg of their trip.

Overnight Bags

All crew members assigned to a day trip or overnight/multiple days trips shall report for duty with an “overnight bag” in their possession. This “overnight bag” shall contain at least the following items:

1. Toiletry kit with adequate toiletry supplies for the entire trip
2. Spare uniform shirts
3. Adequate clothing for the entire trip plus 1 extra day. Clothing shall be appropriate to the weather conditions at each destination.
4. Grooming kit

Crew Reporting

Unless otherwise limited by FAR duty/rest requirements the following show time policy will be adhered to. Crewmembers are expected to report for duty at least 1 ½ hours if departing **with no** Passengers and 2 hours if departing **with** Passengers prior to the scheduled departure time provided by dispatch.

The captain may designate an earlier report time for the crew at his/her discretion. Report time should not be set so early that it could compromise the maximum duty day requirements. If an earlier report time is needed, the Captain must inform Scheduling. Some customers require our aircraft and crews to be in position and ready to go 1 hour prior to the scheduled departure time.

A show time of 2½ hours or more might be necessary if:

- There are unusual circumstances regarding the flight which would require extra preparation time
- Adverse weather is expected which would dictate extra flight planning time (deicing, fueling, etc)
- Extended cabin preparation (extensive catering, special client requests, past client history, etc...

When positioning the aircraft from one airport to another for the purpose of picking up passengers and/or cargo, the PIC must take into consideration the weather and anticipated ATC delays in determining the show time and departure time from the origination airport.

If duty time is a possible critical issue, a “short show” (less than the normal 2 hours or 1 ½ hours) may be approved by either the Chief Pilot or Director of Operations with specific limitations. The reduction in show time hours must not affect safety.

Pilot Late Show Procedures

In a perfect world both pilots would walk into the FBO/Hangar at the same time for a published show time. But what happens if one of the pilots is late for a published show and the other pilot has not had any communication from them.

- Pilot is less than 15 minutes late with no communication - The other pilot is to start the **DuPage Aerospace Before Flight Check List (listed on page B-5)** that is furnished with all trip paperwork. While the numerical order of the check list does not have to be followed verbatim, it is strongly suggested as a logical and efficient way to prepare for the flight. As the pilot finishes each numbered task they will initial it.
- Pilot exceeds 15 minutes late – After the pilot is 15 minutes late with no communication the other pilot will attempt to call the late pilot and continue the Before Flight Check List.
- Pilot exceeds 30 minutes late – After the pilot is 30 minutes late with no communications the other pilot is to call Dispatch, Chief Pilot, Director of Operations or the Vice President for instructions.

Preflight Administration Requirements

The following section details procedures to be followed before each trip. This section will discuss crew reporting, communications, preflight inspections, aircraft preparation. Some duties will be divided among the assigned crewmembers; however, it is still the Captain's responsibility to ensure all duties are complete before each flight.

Upon arrival at DuPage Aerospace Corporation and reporting for duty, all crewmembers shall make their way to the Flight Planning Room. The flight crew shall review their individual Trip Planning Paperwork furnished by the Scheduling/Charter Coordinator. The Trip Planning Paperwork shall consist of, but is not limited to the: Trip Information Sheet, Trip Log, Before Flight Checklist, Trip Expense Log, and/or any special requested catering or aircraft stock. An optional Trip Briefing may be conducted with the Scheduling/Charter Coordinator and will inform the crew of any trip details that may have changed or any special concerns. The Captain will inform the other crewmembers and of any additional preflight actions he/she would like them to perform and of the weather conditions concerning the flight. As soon as possible after reporting, the Captain will ensure a fuel order is placed.

Preflight Inspection of the Aircraft

A thorough preflight inspection of the aircraft must be performed before each flight in accordance with the aircraft flight manual. The inspection must include, but is not limited to the following:

- The aircraft is as clean as possible, both interior and exterior
- Oxygen will be checked for proper condition, storage and servicing
- Ensure all cargo/baggage is properly loaded and secured
- All cargo/baggage must be in an approved location and must not restrict access to, or use of, any emergency equipment, required placards, or any exit
- Any cargo/baggage that is to be kept in the passenger compartment must be secured
- Fuel quantity and sample (if possible), will be checked for proper amount, type and contamination
- Aircraft systems and equipment will be checked for proper operation in accordance with the aircraft flight manual and checklists
- All required equipment must be verified and be on board
- During cold weather operations, the aircraft will be checked for snow/ice on all surfaces, air inlets and pitot tubes and static ports to ensure no adherence or blockage has occurred

Preflight Duties: Captain

It is the responsibility of the captain to determine the airworthiness of the aircraft by ensuring that an adequate exterior and interior preflight inspection has been made prior to flight. The preflight inspection will be done in accordance with the applicable aircraft document, (the AFM, Operating Manual and/or Training Manual), and will be accomplished as soon as practical to identify any problems with enough time to correct problems or discrepancies prior to departure. The status of aircraft maintenance must be verified via the Aircraft Inspection Status Sheet. Any discrepancy of inspection data must be resolved prior to departure. If an inspection may come due during the scheduled trip, Scheduling and the Director of Maintenance must be notified immediately. This information will include, but is not limited to the following:

- Aircraft Documents
- Continuous Airworthiness Maintenance Program (CAMP)
- JSSI Traxall
- Approved Aircraft Inspection Program (AAIP)
- Altimeter/Static System and Transponder Inspection
- ELT Inspection (if installed)
- Weight and Balance
- VOR Check
- Fire Extinguisher Check

The Captain must ensure that all equipment deferred per the Minimum Equipment List (MEL), is properly deferred and has not exceeded the maximum deferral time. If an item is deferred, the Captain must check the MEL to see if any (M) or (O) procedures will affect the trip he/she is flying. If a trip is planned to extend beyond the deferral period, it should be brought to the attention of scheduling as soon as possible. The Captain needs to verify that any previously reported aircraft discrepancies have been either deferred per MEL or repaired and properly endorsed by an approved mechanic. This information can be obtained from the Aircraft Inspection Status Sheet and any Deferred Maintenance.

Additional preflight duties of the Captain include, but are not limited to the following:

- Check weather, NOTAM's and file flight plans*
- Calculate weight and balance and determine aircraft performance*
- Determine fuel loads and consider fuel purchases *
- Consider special requirements (Customs, etc.)
- Brief First Officer on trip details, weather, fuel, loading and customer requests
- Brief Cabin Attendant on customer requests and trip details*
- Read any company Required Reading Material*
- Organize and print Jeppesen charts and/or check iPads for the latest chart updates and battery charge level and place them onboard the aircraft *
- Ensure the aircraft is properly stocked, catered and cleaned prior to each flight. *
- Prior to departure ensure that the galley, cabin, lavatory and baggage areas are secure and that all items are properly stowed.*

*The Captain may delegate these functions when necessary, but must review each reassigned task for proper completion.

Preflight Duties: First Officer

The First Officer's duties will include, but are not limited to the following:

- Obtain and put on board coffee, ice, catering, newspapers, and other special equipment (unless a Cabin Attendant is assigned to the trip)
- Ensure aircraft cleanliness and stock
- Perform internal and external preflight inspection if requested by the Captain
- Ensure trip sheet, aircraft binder and Company Operations Manuals are on board the aircraft
- Forty-Five (45) minutes before the departure the FO will:
 - Obtain updated Departure Weather & Clearance
 - Prepare TOLD Card
 - Initialize and load flight plan into GPS/FMS
- Read any company Required Reading Material
- Any additional duties assigned by the Captain

As stated earlier in this SOP Manual, the Captain retains ultimate responsibility for the preflight. If a Flight/Cabin Attendant is scheduled for the trip, the FO will assist the Flight/Cabin Attendant with any combined duties. If no Flight/Cabin attendant is assigned to the trip, the FO must ensure that all the duties of a Flight/Cabin Attendant are complied with.

Flight Planning

The Captain will perform all flight planning unless he/she assigns that task to the FO. Many things need to be considered during the flight planning stage. Some of these considerations include: terrain and aircraft performance, weight and balance, weather, ground icing, NOTAMs, fuel, etc.

Routing

When determining a route to file in the flight plan, the most direct route will be used. When long-range navigation equipment is onboard and available for use, the route will be filed from the end of the departure procedure to the start of the arrival procedure. This routing will allow the least amount of fuel to be used, with minimum flight time on the aircraft. Even though flight time saving may only be minutes by going direct, the long-term savings can be substantial. If a known routing exists between two airports, then we should be considerate to ATC by filing that route. If the clearance includes extensive routing, a more direct route should be requested once airborne.

Land and Hold Short Operations (LAHSO)

When flying Part 135 trips, we are **NOT** authorized per our Operation Specifications to perform Land And Hold Short Operations. When flying Part 91 trips we are legal to perform LAHSO, however it is the Captains discretion to do so. Because of this, we need to inform ATC on the initial call to the Approach, or Tower Controller when flying into an airport that is using LAHSO.

Alternate Airports

If weather conditions require an alternate airport, the airport selected as an alternate must have conditions favorable (according to this SOP Manual) for landing.

The weather at the selected departure alternate will meet the published alternate weather requirements on the approach plate for the alternate airport. A departure alternate will be within 30 minutes flying time with one engine inoperative

Departure Alternate: A departure alternate will be included in the IFR Flight Plan when the reported visibility at the departure airport is less than that required for an approach.

The weather forecast at the selected destination alternate will meet the published alternate weather requirements on the approach plate for the alternate airport for the ETA. This approach must be operational and not “NOTAM” out of service.

When a destination alternate is required for landing:

- Weather conditions require an alternate per FAR’s
- Wind conditions are in excess of the demonstrated crosswind component in the AFM

Destination Alternate: A destination alternate will be planned for and included on ALL flight plans - IFR or VFR.

Any time an alternate airport is required, enough fuel must be on board to fly to your destination and alternate and meet the fuel requirements of the FAR’s.

Weight & Balance

For all flight in company aircraft a proper weight and balance calculation shall be performed. The aircraft weight and CG must remain within the appropriate limitations (set by the manufacturer or an STC) under all flight conditions. Actual cargo and passenger weights will be used. For FAR 135 flights, a completed Weight & Balance Load Manifest must be carried aboard the aircraft. Weight and Balance calculations must be done using either the American Aeronautics templates provided or an approved EFB/Electronic Record Keeping Method (ie. Foreflight/Jet Insight) indicated in the GOM/OpSpecs.

If utilizing the American Aeronautics W&B paper charts and plotters, a picture copy (via cell phone) of each Weight and Balance Load Manifest will be either emailed or messaged to Dispatch at Dupage Aerospace prior to the flight departing. After returning to home base the top (white) copy shall be attached to the trip paperwork and sent to the Charter Coordinator/Dispatcher. The bottom (yellow) copy shall be inserted in the Weight and Balance binder located in the Flight Planning Room.

The Captain will not operate an aircraft at a weight that will not allow it to safely use any departure, destination, or diversionary runway of intended use based on the performance data contained in the AFM. The Captain will not operate an aircraft at a weight that will not allow it to safely operate at the MEA, or higher, over the planned route of flight should an engine fail based on the performance data contained in the AFM.

The Captain will not operate an aircraft at a weight or in a loading configuration that is not in compliance with the limitations contained in the AFM, and that it will not allow it to meet the requirements of any required departure procedure.

Weather Briefings

It is the Captain’s responsibility, before each departure, to ensure that the weather for departure, enroute and the destination are within the limitations of the crew and the aircraft’s performance capabilities and regulations applicable to the flight.

The Captain must obtain an approved preflight weather briefing before each departure. Approved briefings include briefings from:

- An FAA Approved Contact Weather Service (i.e., FltPlan.com, Foreflight, Universal etc....)
- An FAA Flight Service Station
- Or as indicated in the Operations Manual

*WSI or DTN weather computers do qualify for an approved weather briefing.

Although the following should not be construed as the only or necessarily the best guideline to follow it certainly is intended as a reference for the crews.

Freezing rain: The time, effort, and cost of using deicing fluid on an aircraft that has been exposed to freezing rain would normally be considered to be unacceptable. In this case, putting the aircraft in a hangar would be appropriate.

Snow: Snow generally can be broomed off as long as the bottom layer has not melted and re-frozen forming an ice layer. After broomed, fluid deicing would be appropriate.

Frost: Frost generally can be broomed or brushed off followed by fluid deicing.

Safety must be your primary concern. However, proper decisions made by the flight crew will substantially affect the efficiency of each flight that you are assigned.

If not in a hanger, the crew is responsible for the removal all perishable liquids from the aircraft, store said items inside a heated building until the day of departure. Drain potable water and lavatory and refill on the day of departure.

Aircraft Fuel Requirements and Procedures

The Captain is responsible for determining the proper amount of fuel that will be required.

Only those fuels approved in the AFM will be used.

Fueling /Defueling of company aircraft will not be accomplished when lightning is observed near the airport.

It is the responsibility of the captain to inform the FBO or fueling agent of the desired fuel load in sufficient time to refuel the aircraft prior (45 minutes) to departure time. After fueling, the captain must ensure that the proper fuel load is on board.

The FBO/Handler should be asked if the truck fuel is tested daily. If there is any doubt regarding the quality or security of the fuel, the captain will have the fuel tested

Aircraft and fuel dispensing units will be grounded by the use of cables, plugs or clips to discharge static electricity.

During any fueling operation, at least one pilot assigned to the flight must monitor and ensure proper fueling of the aircraft.

Passengers may remain onboard during single-point fueling provided the main cabin entry/exit door will be open, and a flight crewmember is stationed near the entry/exit door with a handheld fire extinguisher. Passengers will be deplaned during over-wing fueling. Passengers will be evacuated during any fuel spill or fuel fire. A flight crewmember shall ensure that all passengers are safely escorted away from the aircraft to the terminal or to an area at a safe distance from the aircraft.

When a fuel spill occurs any flight crewmember shall notify the facility. In addition, they shall notify the company and provide them with an estimate of the amount of fuel spilled, the party responsible for the fuel spill, and any action being taken by the facility. Prior to engine start, the aircraft shall be relocated a safe distance away from the fuel spill area, if the fuel spill area has not been secured.

- The APU/GPU (as applicable) will be normally started 45 minutes prior to the scheduled departure time unless an operating APU/GPU is required to complete the Cockpit Preflight Check. Whenever the APU is running, NAV lights will be selected on.
- The IFR clearance will be requested 30 minutes prior to scheduled departure. All flight plan clearances will be read back completely, including the aircraft registration number. Clearances received through AFIS "PDC" should be copied, so a hard copy exists in the cockpit.
- The aircraft shall be ready for a scheduled trip 30 minutes prior to scheduled departure time regardless of the departure airport.
- Prior to departure the aircraft will remain chocked until after refueling at which time the chocks are removed and fuel door is checked secured. Chocks will not be removed until confirmation that the parking brake is set and the hydraulic pump is on (as applicable).
- Company aircraft will never be left unattended without chocks in place.
- The captain will ensure a complete safety brief is given to the passengers prior to departure. In accordance with FAR 91.519, the safety brief will include the following items:
 - aircraft exits and proper use;
 - use of supplemental oxygen;
 - location and use of appropriate emergency equipment (i.e.; fire extinguisher, rafts, life jackets if required);
 - location of passenger briefing cards
 - no smoking policy
 - proper stowage of catering, food service, baggage and personal belongings for takeoff and landing
 - operation of seats, seatbacks and tables
- The captain will occupy the left seat for all takeoffs and landings except as follows:
 - A type rated first officer, with left seat authorization from the Chief Pilot, may fly from the left seat at the captain's discretion.
 - A company first officer who is preparing for a type rating, with left seat authorization from the Chief Pilot, may fly from the left seat while receiving training on deadhead legs only
- All flight/cabin crews shall receive emergency procedures training every 24 calendar months. The training shall be administered by the Director of Operations, Chief Pilot, or a certified instructor and shall include, but not be limited to the following:
 - Operation of portable fire extinguishers, cabin entry/exit door and emergency exit, oxygen masks (regular and therapeutic), crash axe, Medical emergencies, including the operation of the Automatic External Defibrillator, First Aid.
 - All Flight/Cabin crew members shall receive CPR training and training in the use of Automatic External Defibrillators (AED) every 24 calendar months. The training shall be administered by certified medical instructors.
- Cabin crew members employed by DuPage Aerospace shall be at least 21 years of age. Proof of that shall be in the form of a state ID, driver's license, Passport, or any approved photo ID.

NOTE: All flights in company managed aircraft shall be on IFR flight plans, with the exception of the following:

Flights that remain in the airport traffic pattern for training and/or maintenance, or as approved in the DPAC Operation Specifications that do not require a flight plan.