
**Flight Operations
Information Letter**

FOI002EN

Subject:

Guidance for those nominated as Accountable Manager

Applicable legislation: Aviation Act No. 60/1998
Regulation EEC 216/2008 and EEC 965/2012 Air
Operations with later amendments.
Regulation EEC 1321/2014 with later amendments
(Regulation 926/2015)

Target Group: Icelandic operators licensed to provide commercial
air transport for passengers.

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The Accountable Manager

The Accountable Manager is a senior manager within an AOC / EASA Part M Subpart G organisation and Part-145 maintenance organisation (if applicable) who is accountable to the ICETRA for maintaining safety standards required by regulation and additional standards specified by the AOC holder or applicant. He or she must have corporate authority for ensuring that all operations and maintenance system activities can be financed and carried out to the standard required. The Accountable Manager is required by EASA OPS, EASA Part M Subpart G, Part-145 and Icelandic Aviation Act to be acceptable to the ICETRA.

In the regulation of safety, the Accountable Manager is a key figure given that their influence on the standards of an AOC is significant. Therefore, the working relationship between the ICETRA and the Accountable Manager plays an important part in the regulatory oversight of an AOC. As part of the routine regulatory oversight programme, the ICETRA's Flight Operations- and licensing Section will normally arrange a meeting with the Accountable Manager at regular intervals in order to discuss any issues associated with the safety management of the operation. The Airworthiness and Registration Section normally arrange a meeting once every two years.

This guidance aims to help the nominee prepare for the ICETRA process of determining acceptability by providing an indication of the level of knowledge and understanding expected. The guidance also aims to describe the type of attitudes to regulation and safety management that the ICETRA wishes to encourage at Accountable Manager level.

The ICETRA Acceptance Process

The ICETRA normally invites the nominee for the position of Accountable Manager to a meeting at the ICETRA headquarters to allow the assigned Flight Operations Inspector and Airworthiness Inspector to make a decision on his or her acceptability for the role. ICETRA acceptance will be based on demonstrated knowledge of the applicable Regulations, an understanding of the role of the Accountable Manager and the standards required by the ICETRA of an Icelandic AOC holder.

The meeting will aim to confirm that the nominee has

- appropriate seniority in the organisation;
- adequate input into the determination of operating budgets;
- autonomy in financing operations to the required standards;
- appropriate knowledge and understanding of the documents that prescribe safety standards;
- appropriate knowledge and understanding of the requirements for competence of management personnel;
- appropriate knowledge and understanding of Management Systems and Quality and Compliance systems, related principles and practices, and the role of the Accountable Manager in the Management System; and
- appropriate knowledge and understanding of Safety Management Systems, related principles and practices, and the role of the Accountable Manager in such systems.

The nominee should bring their current CV to the acceptance meeting.

In smaller organisations the Accountable Manager may also be a nominated post holder and the meeting may cover both sets of requirements if the nominee so wishes. A completed Management Personnel Form will be required for the Accountable Manager and nominated post holder. Nominated post holder as per EASA Part M.A.706 (d) responsible for the management and supervision of the continuing airworthiness activities is required to be accepted on EASA Form 4.

Formal acceptance of the Accountable Manager for the EASA Part M Subpart G / Part-145 (if applicable) organisation is through the approval of the Continuing Airworthiness Management Exposition (CAME) / Maintenance Organisation Exposition (MOE) containing the Accountable Manager's signed commitment statement.

Formal acceptance of the Accountable Manager for the EASA OPS organisation is through form FRD-006 and on the operator's AOC.

It is in the interests of both the applicant and the ICETRA that the nominee for the position of Accountable Manager is well prepared for the meeting so that it becomes a formal confirmation that the required knowledge, understanding and orientation on safety management is in place. If the Accountable Manager is well prepared, future dealings with the ICETRA will be on the basis of assured mutual understanding of common aims, and will enable both organisations to avoid misunderstandings and wasted time and effort.

Seniority

One would expect that the Accountable Manager would be at a level in the organisation no lower than that which accepts direct reports from the four nominated post holders for Flight Operations, Ground Operations, Training and the Maintenance System. Though the nominee will often be the Chief Executive, CEO, President, Managing Director, General Manager or similar title, it is not necessary for him/her to be the "controlling mind" of the organisation. It is perfectly possible for an Accountable Manager to be answerable to and directed by another person or persons, and still retains the appropriate level of authority to ensure that activities are financed adequately and carried out to an acceptable standard. The nominee need not be the person who sets overall company policy or objectives.

The proposed organisation diagram, terms of reference and letter of appointment (if applicable) can be used to demonstrate seniority. Evidence of directorship would also be helpful if held.

The nominee should expect to discuss how the organisation will make decisions that significantly affect the operation, and his or her role in those decisions.

Budget

The nominee should be able to satisfy the ICETRA that he/she has an operating budget or financial control limit, and that he/she had a meaningful input into determining the size of the budget. The exact financial details need not be disclosed, but the ICETRA will need to be satisfied that governance exists, and is demonstrably appropriate to the scope of the operation. The nominee should be able to explain to the Inspector why he/she believes that the budget is adequate to the circumstances, and show evidence that he/she has the funds at their disposal without reference to a higher authority. If necessary, a written statement to that effect from such higher authority may suffice.

Standards

The nominee will be requested to show he/she has a basic understanding of the standards required by:

- The Icelandic Aviation Act No 60/1998;
- EASA-OPS (EU Regulation 965/2012);
- EASA Part M and Part-145 (if applicable) (EU Regulation 1321/2014)

This understanding is essentially high level, with particular reference to the nominee's own role in ensuring that standards are maintained. The sections of the Aviation Act that relate to AOCs should be understood, and the nominee should have a sound knowledge of the requirements of EASA-OPS that relate to the Accountable Manager and his/her function. [ORO.GEN.200/ORO.GEN.210]

The nominee should also be able to demonstrate knowledge of the requirements related to the appointment of those persons within the organisation with designated responsibilities for standards under the relevant regulatory material. For an AOC holder, such persons are:

The nominated persons required by ORO.AOC.135;

- The Safety Manager;
- The Compliance Manager / Quality Manager;
- The Person responsible for SMS; and
- Those persons required by Part M.A.706(c) and (d).

In addition, those persons required by Part 145.A.30 (b) and (c) may apply.

ICETRA will need to be satisfied that the nominee understands what the regulations require him/her to be responsible for, and can explain how the post holders have been selected and how their continuing competence will be monitored. The nominee should be prepared to explain the proposed policies on initial assessment and periodic review of managerial competence and provision of training where a need is identified. Significant changes in operating environment or operational scope should be considered as possible review triggers.

ICETRA also need to be satisfied that he/she fully understands the significance of the Part M Subpart G approval and Part-145 and the reason for signing the exposition (CAME/MOE) commitment of the organisation to comply with the procedure specified in the CAME/MOE.

The nominee may be required by ICETRA to attend an acceptable course designed for Accountable Managers.

Management System

The Management System is a primary management tool for assisting the Accountable Manager to measure compliance with requirements, and to make timely and effective changes, which may both improve safety and save money.

The nominee should be able to demonstrate a sound knowledge of the management system principles and practices and how these are applied within his/her own organisation including, in particular, knowledge of his/her own role.

The ICETRA will need to be satisfied that the nominee:

- is committed to Compliance/Quality as a means for establishing and maintaining the required standards;
- understands his/her role in the organisation's Compliance/Quality System(s) and the related requirements of EASA OPS and EASA Part M/Part-145;
- has established, published and practically endorses a Safety/Quality Policy; and
- understands the purpose of the Quality Evaluation meeting and his/her role in it, and carries out (or intends to carry out) effective Evaluation Meetings. The Evaluation Meeting is the Accountable Manager's opportunity to check that the tool is doing the job he or she wants it to do, and is adapted to current conditions.

The ICETRA will seek confirmation that the nominee's attitude to Quality is positive and not merely a matter of compliance with EASA OPS and EASA Part M / Part-145 requirements. It is essential that he/she understands the relative roles of the Accountable Manager and the Compliance/Quality Manager in the System. If an experienced Compliance/Quality Manager is not available within the organisation to brief a nominee unfamiliar with EASA OPS, EASA Part M and Part-145 Compliance Quality Systems, the nominee should seek guidance in these matters from an external source.

Safety Management System

The nominee should be able to demonstrate a commitment to the management of safety and a sound knowledge of safety management system principles and practices within the organisation for which he/she is responsible including, in particular, knowledge of his/her own role.

ICETRA will need to be satisfied that the nominee understands the relationship between the Compliance/Quality System and the Safety Management System. The nominee should be able to clearly describe the relationship between his/her roles in each system.

The nominee should be aware of the requirements of EASA OPS ORO.GEN.200 and the importance of the Safety Management System principles. He or she should consult the person responsible for the system to gain an understanding of its operation and the role of the nominee in it. Finally, the nominee should be prepared to answer questions on Risk Management within the operation.

General

Once the assessment meeting has been arranged, the nominee should feel free to contact the Flight Operations Inspector and/or Airworthiness Inspector to clarify any queries that they have concerning the process and the subjects to be covered. The ICETRA will do its best to ensure that the nominee comes to the meeting ready to demonstrate the required knowledge and understanding.