

# Applying for an AOC

---

Any individual, organisation or Company that wishes to operate an aircraft for the purpose of Commercial Air transport must, by law, obtain an Air Operator Certificate (AOC) from the Department of Civil Aviation of Cyprus.

The Air Operator Certificate allows you to charge to fly passengers and / or cargo on your aircraft, whether this is a jet airliner operating on a trans-continental scheduled service, a helicopter flying passengers to oil/gas exploitation platforms in the Cyprus Exclusive Economic Zone, or offering pleasure flights.

This leaflet sets out the procedure that an Applicant for an AOC must follow.

---

## Contents:

1. Types of AOC
2. The Application Process
3. Application Documents
4. Document Review
5. Service Standards
6. AOC Charges
7. Regulatory framework
8. AOC Application Resources

**Appendix A-** Pre-Application Statement

**Appendix B-** Operating Licence

---

## 1. Types of Air Operator Certificates (AOC)

Before you apply for an AOC it is essential that you understand what type of AOC you will want. You need to consider the types of aircraft you intend to operate, what area and routes you wish to fly and whether you need an all-weather operation or one which is limited to flights by day, or by night only.

**A to B AOC**- also referred to as a "full" AOC, it enables operators to fly from point A to point B. The conditions attached to a full AOC will be determined by the competence and ambitions of the organisation.

- The AOC operating area may restrict flights to remain within Cyprus, or may permit international operations.
- Operations may be conducted in all weather, or may be restricted to day only, day and night under Visual Flight Rules (VFR)
- Flights may be run as scheduled services, or as ad hoc charter
- A commercial operating licence is required.

**Restricted A to B AOC.** - An AOC with a deliberately limited scope that allows operators to conduct flights from point A to point B. It has the following conditions:

- Flights must be day VFR only
- Only single-engine piston aircraft under 2000kg Maximum Total Weight Authorised (MTWA) to operate on AOC
- A to B operations restricted to points within Cyprus
- The AOC may be issued with a limited but seasonal validity period depending upon the requirement
- A commercial operating licence is required.

**A to A AOC** - An AOC with a deliberately limited scope that allows operators to conduct flights that depart from and arrive at the same aerodrome. It has the following conditions:

- Flights must be day VFR only
- Only applicable to aircraft not exceeding 5000kg Maximum Take-Off Weight (MTOW)
- Flights are restricted in radius of operation of not more than 50 nautical miles (aeroplanes) or 25 nautical miles (helicopters) from the aerodrome.
- The AOC may be issued with a limited but seasonal validity period depending upon the requirement
- A to A operators are not required to hold an Operating Licence.

## **2. The Application Process**

### **a. Pre Application Statement**

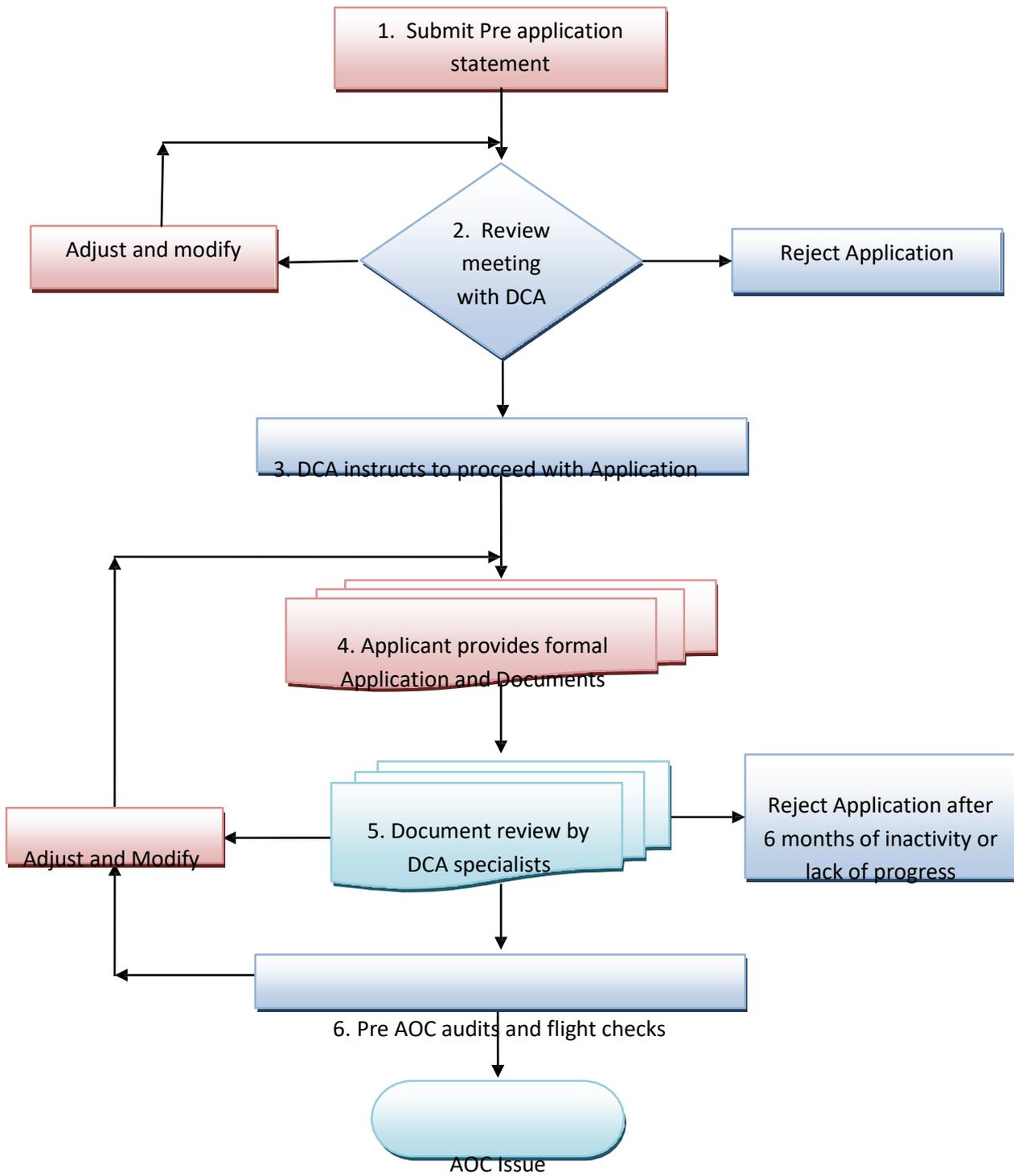
Having decided on the type of AOC you want, you will need to complete the **pre- application statement** attached to this leaflet at Appendix A

Send the completed **pre-application statement** to:

**Head of Safety Regulation Unit  
Department of Civil Aviation  
27 Pindarou Street  
1429 Nicosia**

**Email : [director@dca.mcw.gov.cy](mailto:director@dca.mcw.gov.cy)**

**Application flow diagram**



On receipt of a letter by a prospect applicant expressing his interest for an AOC, a Pre-Application meeting is organised at the DCA's Office in Nicosia and you will be assigned a Flight Operations Inspector (FOI) and an Assigned Airworthiness Inspector.

---

### **b. The Pre-Application Meeting**

The Flight Operations Inspector and Airworthiness Inspector assigned to your application will invite you to attend a pre-application meeting.

The purpose of the pre-application meeting is to determine that you and your organisation have sufficient understanding of the appropriate regulations and requirements and to confirm, for your benefit, the expectations of the DCA. You should ensure your key management personnel attend the meeting.

At this meeting the Flight Operations Inspector and Airworthiness Inspector will discuss with you the procedure involved for the award of the AOC. All aspects of the AOC will be discussed and there will be an opportunity for you to ask questions about the application process. You will be provided with an overview of the certification process and made aware of the various departments responsible for financial, economic and legal matters, and for the necessary assessment of your financial resources and ability to support the proposed operations.

You should be prepared to discuss and demonstrate that you have considered:

- The organisation of the company,
  - Where your operation will be based,
  - The intended AOC management structure,
  - The competence of the individuals who will be working for the operation,
  - How the AOC will be financed?
  - What sort of Operation you require?
  - What aircraft you intend to operate?
  - What Area you intend to operate in?
  - Your understanding of the regulations and requirements.
-

### **c. Instruction to Proceed**

If the pre-application meeting was satisfactory and both parties are in agreement that the application may proceed you will be asked to submit a **formal application**.

You will be provided with an **AOC Application package**.

The **AOC Application package** will include the following additional documents:

- The AOC Application form.
- A draft schedule of events in the Application certification process.
- The Operations Manual Checklist.
- An AOC Approvals Document template.
- The Aircraft Equipment check list template (the IDE/K & L document).
- Template DCA form 4, to be completed for the Accountable Manager, the Nominated persons for Flight Operations, Crew training Ground Operations as well as the person responsible for the Compliance Monitoring and the Safety manager.
- Template EASA form 4 to be completed for the Nominated Person for Continuing Airworthiness

### **d. The Formal Application**

Please do not complete the AOC Application form until you have been told you may proceed with the formal AOC Application. The **AOC application fee** must accompany the completed Application form.

Submit the completed **AOC Application form** to:

**Director  
Department of Civil Aviation  
27 Pindarou Street  
1429 Nicosia**

---

### 3. Application Documents

Many of the following documents will be required for the application to proceed; if these do not accompany the **AOC Application form**, you should ensure they are forwarded as soon as possible.

- The completed Schedule of Events in the application process. This document provides the DCA with your timeline for commencement of operations and should identify appropriate events and target dates.
- The completed Operations Manual checklist; completion of this checklist will ensure that your Operations Manuals contain all the guidance, procedures, instructions and material necessary to satisfy the legislative and operator requirements.
- The completed AOC Operations Approvals Document; completion of this document will ensure that you have applied for the necessary Approvals required for your operation.
- A completed Aircraft Equipment checklist for each aircraft type and if necessary for each aircraft to be operated. Completion of this document will ensure that your aircraft are correctly equipped for the activity, and the area of operation you intend to fly in.
- A Form 4 for each AOC Management nominated person (as indicated in Para 2(c) above).
- The Operations Manual.
- Airworthiness and Maintenance Requirements.
- A statement of Air Operator Certificate (AOC) ownership and nationality

**The Operations Manual**, which may be provided in separate volumes, should set out the general policies, the duties and responsibilities of personnel, your operational control policy and procedures, and the instructions and information necessary to permit flight and ground personnel to perform their duties with a high degree of safety. The size, as well as the number of volumes, of the operations manual will depend upon the size and complexity of the proposed operations.

A consultant may be used to write the Operations Manual; however, you and your AOC management team must have a thorough understanding of the contents and demonstrate that it presents an accurate portrayal of how the safety of your operation will be managed and requirements complied with.

Draft manuals may be submitted in electronic or hard copy form, although electronic submission is preferred. Submissions should be sent to the DCA's Office.

The OM should contain information that covers the following:

- The management structure and key staff members including titles, names, backgrounds, qualifications and experience, with regulatory requirements satisfied; AOCs require an Accountable Manager and Nominated Persons.

The Accountable Manager. The Accountable Manager may be an individual or a senior manager within a company holding an AOC who is accountable to the DCA for maintaining safety standards required by regulation and additional standards specified by the AOC holder or applicant. The accountable manager must have the authority for ensuring that all activities can be financed and carried out in accordance with the applicable requirements and is responsible for establishing and maintaining an effective management system. The Department can provide guidance for prospective Accountable Managers and various organisations provide Accountable Manager training courses.

Nominated Persons. EASA Air-Operations requires that people be nominated to assume responsibility for the management of the following areas:

- Flight Operations
- Maintenance System
- Crew Training
- Ground Operations

In small organisations, one person may be responsible for more than one area. All nominees are expected to demonstrate appropriate levels of knowledge and experience in the relevant areas. The Department can provide guidance for prospective Nominated Persons and various organisations provide training courses.

- Details of the Company Management System: EASA AIR-OPS defines the requirements for a Management System that incorporates the Compliance Monitoring and Safety Management Systems that must be established and maintained. The assistance of someone experienced in similar systems may prove useful to the applicant, though the requirements for the Management System varies with the complexity of the operation, being less complicated for smaller operators.
- Details of the method of control and supervision of operations to be used; and
- A list of designated destination and alternate aerodromes for scheduled services, the areas of operation for non-scheduled services and bases for operations, as appropriate to the intended operations;
- A list of aircraft types and registrations to be operated; procedures and instructions specific to the aircraft intended to be operated.
- Documents of purchase, leases, contracts or letters of intent; contracted service agreements, for example, for the provision of training, ground services and maintenance.
- Arrangements for crew and ground personnel training and qualification and the facilities and equipment required and available;
- A proposed Flight Times Limitations Scheme (FTL): The Law requires AOC holders should operate only in accordance with the provisions of an FTL scheme approved by the DCA. FTL scheme should be compliant with Part- ORO Subpart FTL.
- The operator should request a meeting with the Aviation Security Section of the DCA in order to submit its security program compliant with Regulation EU 300/2008 and its amendments

**Airworthiness and Maintenance Requirements.** Applicants for EASA AIR-OPS AOC are required to demonstrate the management of the airworthiness of their fleets by holding an EASA Part-M Subpart G approval. The maintenance of aircraft operated for the purposes of commercial air transport is required to be carried out in accordance with EASA Part-145. An AOC holder will be required to provide a Continuing Airworthiness Management Exposition (CAME) and maintenance programmes for the aircraft it intends to operate.

- **CAME.** This publication will support your EASA Part-M Subpart G approval. CAME should describe the administrative arrangements between your organisation and the Organisation that will be maintaining your aircraft. It should define the procedures to use, the duties and responsibilities of operations and maintenance personnel and the instructions and information to permit maintenance and operational personnel involved to perform their duties with a high degree of safety.
- **The maintenance programmes,** including a maintenance schedule, will detail the maintenance requirements for individual aircraft in accordance with EASA Part 145.
- **The Operator's Aeroplane/Helicopter Technical Log.** You must submit the proposed Operator's Aeroplane/Helicopter Technical Log prepared in accordance with Part-M, Subpart C. The document must be submitted in draft form for approval prior to being committed to a final print run. The Operator's Aeroplane/Helicopter Technical Log and any subsequent amendment must be approved by the DCA.

Where appropriate, the Maintenance Contract(s)/Agreement(s) between the operator and any EASA Part-145 approved Maintenance Organisation(s).

- Where the operator does not hold his own EASA Part-145 approval and therefore requires maintenance accomplishment to be contracted out, a formal contract/agreement must be established between the AOC operator and aircraft maintenance parties in accordance with Part-M, Subpart G. The DCA will require a copy of the technical specification of such agreements, including any side letters or addenda, but details of the financial aspects of the arrangements may be omitted.
- When any line or base maintenance of the operator's aircraft is to be accomplished by contractors appropriately approved under EASA Part-145, you must list all the organisations and give details of the work and locations for which each is responsible. The Operator's CAME will be required to include the procedures to control such arrangements in accordance with Part-M, Subpart G when submitted to the DCA for approval.

## **Air Operator Certificate (AOC) ownership and nationality**

An applicant for a Cyprus AOC must have their principal place of business in Cyprus and operate 5B-registered aircraft, with certain exceptions. The AOC must be owned by a legal entity and there are two types of legal entity- natural persons and artificial persons. Natural persons are human beings whereas artificial persons are usually a Limited (Ltd) company, a public limited company (plc) or a Limited Liability Partnership (LLP). Artificial persons require a legal documentary basis for their existence to bestow upon them the attributes of a legal person. In this context, the legal documentary basis of existence would be a Certificate of Registration together with its Memorandum and Articles of Association. Only legal entities can enter into contracts, sue, be sued or be prosecuted. It is important to note that a trading name is not a legal entity. You will be required to provide evidence of ownership to obtain the accompanying Airline License, which is required to conduct CAT in European Economic Area.

You will be provided with more information on these requirements at the Pre Application meeting.



## 4. Document Review

### On receipt of the Formal Application

A number of Sections within the DCA will be involved in processing your application.

- **Flight Operations** will coordinate the process and your FOI will be responsible for all of the operational aspects of your AOC Application. The FOI will also advise you on the preparation of your Operations Manual, and will review your plans for the AOC's structure and management – the Management System. Compliance Monitoring and Safety Management systems. The Management System embraces the Compliance Monitoring and Safety Management Systems. The person nominated for the crew training will be asked to comment on and provide guidance on crew training matters. You also require to have an Approved Minimum Equipment Lists (MEL) for your aircraft: MELs will be evaluated by the Airworthiness Inspector. The Accountable Manager, the Nominated Persons, Safety Manager and the Compliance/Quality Manager must be acceptable to the Authority and should anticipate being asked to attend an interview at the DCA's main Office.
- **Airworthiness Section;** The Assigned Airworthiness Inspector will process your Maintenance arrangements. Maintenance arrangements for Commercial Air Transport fall under European Legislation and your aircraft will need to be maintained by an organisation which has a Part 145 Approval, whilst your company will also need a Part M Approval that governs the way maintenance of your aircraft is overseen. Your Airworthiness Inspector will also be involved in the MEL Approval process. The Accountable Manager, the Continued Airworthiness Manager and the Compliance Monitoring/Quality Manager should anticipate being asked to attend an interview at the DCA's main Office. Where possible these interviews will be coordinated with Flight Operations.
- **Flight Operations Policy.** You may need an additional number of other Approvals, such as, ETOPS, RNP, HEMS, Operations with Exposure etc. A mandatory Approval is the Flight Times Limitations (FTL) Approval which will be published as part of the Operations Manual. These Approvals are dealt with by Flight Operations. Your FOI will help you establish which Approvals you will require and guide you through the process.
- **The Cabin Safety staff** will also be involved in your operation should you intend to operate aircraft that are required to carry Cabin Crew or other crewmembers.
- **Dangerous Goods staff:** If you intend to carry Dangerous Goods, a number of specific approvals must be obtained. The Dangerous Goods staff will advise you on what you need.

In order to carry passengers, cargo or mail for payment, air operators based in the European Economic Area (EEA) must hold an Operating Licence granted by the Member State in which they have their principal place of business.

In order to qualify for an Operating Licence, an operator must meet a number of requirements, including those in respect of its safety and insurance arrangements and its nationality of control and for operators of larger aircraft with 20 or more seats. There are also financial criteria to be met.

Operators who hold Operating Licences are able to operate within the European Economic Area (EEA) without the need to hold further licences. For operations beyond the EEA, they will normally need to hold one or more Route Licences, which are also granted by the DCA.

See Appendix B for more information.

---

## **5. Service Standards**

The written application for an AOC should be submitted at least 90 days before the date of intended operation, except that the Operations Manual may be submitted later, but not less than 60 days before the date of intended operation.

Many delays are a result of failure by the applicant to manage the various aspects of the application process effectively.

---

## **6. AOC Charges**

The DCA charges for an AOC. The cost of an AOC is based upon the type and weight of aircraft you intend to operate. The Application fee must accompany the form. The charge for the initial issue of an AOC is determined by the planned scope and scale of the operation.

The DCA has established 'threshold hours' for each aircraft type, if the hours required to complete the AOC application process exceed the threshold, additional time will be charged at a supplementary hourly rate.

Once the AOC has been awarded there are annual and ongoing charges that you will be made aware of. Details of these ongoing charges are also published in the DCA website.

There is no charge for the AOC pre-Application meeting.

---

## 7. Regulatory framework

With effect from 2012, all aviation has been governed by European regulation (Regulation (EC) No 216/2008), and Commercial Air Transport is subject to its Implementing Rule which became effective in Cyprus on 28 October 2014. The Cyprus DCA remains the Competent Authority for the purposes of certification and oversight of persons and organisations subject to Regulation (EC) No 2018/1139 and its Implementing Rules.

The following European legislation is already in force: Note that these “Parts” are the Implementing Rules established in various Commission Regulations.

AIR Ops:	Regulations for Air Operations including CAT
Aircrew:	Regulations for Civil Aviation Aircrew Licencing.
Part 145:	Aircraft maintenance
Part 147:	Engineer training and examination
Part M:	Continuing Airworthiness management
Part 66:	Aircraft maintenance licensing
Part 21:	Design Organisation Approvals
Part 27:	Light aircraft certification
Part 29:	Heavy Aircraft certification.

---

## 8. AOC Application Resources:

The following resources will need to be consulted when preparing your AOC submission.

### a. Templates for the Initial Application

- DCA Form 4.
- EASA Form 4
- Draft schedule of events in the Application certification

#### **Aeroplane specific:**

- Aircraft Equipment check list template (the IDE document).
- The Operations Manual Checklist. (AIR-OPS)
- AOC Operations Approvals Document template.

#### **Helicopters specific**

- Aircraft Equipment check list template (the IDE document).
- The Operations Manual Checklist. (AIR-OPS)
- AOC Approvals Document template.

### b. Legislative Material for the production of the Operations Manual

**EASA AIR-OPS** prescribes the requirements applicable to the operation of civil aircraft for the purpose of commercial air transportation by any operator whose principal place of business is in a “European Community” Member State.

**EASA Part FCL** prescribes the technical and administrative procedures related to civil aviation aircrew, licences and ratings.

**GM/AMC** (Guidance Material/Acceptable Means of Compliance) associated with EASA AIR-OPS.

### c. Specific Operational Approvals

The following documents refer to Specific Approvals (Part SPA). If you wish to apply for a Specific Approval, there may be an application form, or a Compliance Document to complete.

**SPA.PBN.100 – Performance Based Navigation Operations:** An approval is required for the following PBN specifications:

1. RNP AR APCH; and
2. RNP 0.3 for helicopter operation.

**SPA.MNPS.100 – Minimum Navigation Performance Specification** - Aircraft shall only be operated in designated minimum navigation performance specifications (MNPS) airspace in accordance with regional supplementary procedures, where minimum navigation performance specifications are established, if the operator has been granted an approval by the competent authority to conduct such operations.

**SPA.RVSM.100 – Reduced Vertical Separation Minima - Aircraft shall only be operated in** designated airspace where a reduced vertical separation minimum of 300 m (1 000 ft) applies between flight level (FL) 290 and FL 410, inclusive, if the operator has been granted an approval by the competent authority to conduct such operations.

**SPA.LVO.100 - Low visibility operations -** The operator shall only conduct the following low visibility operations (LVO) when approved by the competent authority:

- a) low visibility take-off (LVTO) operation;
- b) lower than standard category I (LTS CAT I) operation;
- c) standard category II (CAT II) operation;
- d) other than standard category II (OTS CAT II) operation;
- e) standard category III (CAT III) operation;
- f) approach operation utilising enhanced vision systems (EVS) for which an operational credit is applied to reduce the runway visual range (RVR) minima by no more than one third of the published RVR.

**SPA.ETOPS.100 - Extended Range Operations with Two-Engine Aeroplanes (ETOPS)**  
- In commercial air transport operations, two-engine aeroplanes shall only be operated beyond the threshold distance determined in accordance with CAT.OP.MPA.140 if the operator has been granted an ETOPS operational approval by the competent authority.

**SPA.DG.100 - Transport of dangerous goods –** An AOC operator shall only transport dangerous goods by air if the operator has been approved by the competent authority.

**SPA.NVIS.100 - Night vision imaging system operations -** Helicopters shall only be operated under VFR at night with the aid of NVIS if the operator has been approved by the competent authority.

**SPA.HHO.100 - Helicopter hoist operations -** Helicopters shall only be operated for the purpose of CAT hoist operations if the operator has been approved by the competent authority.

**SPA.HEMS.100 - Helicopter emergency medical service operations -** Helicopters shall only be operated for the purpose of HEMS operations if the operator has been approved by the competent authority.

**CAT.POL. H.305- Helicopter Operations without an assured safe forced landing capability** for operations without an assured safe forced landing capability (offshore operations, in Class 3 or to a Public interest site)

## Appendix A- Pre-Application Statement

Pre-application statement to be completed by an applicant for an Air Operator Certificate (AOC).		
Section 1A. To be completed by all applicants		
<p>1. Company registered name and trading name if different. Address of company, mailing address, telephone, fax, email and web address if appropriate:</p>	<p>2. Address of principle place of business, including telephone, fax, email and web address if appropriate:</p> <p>Secondary business address:</p>	
<p>3. Type of Operation intended: <i>describe the sort of activity you wish to undertake.</i></p>		
<p>4. Proposed startup date:</p>		
<p>5. Management and nominated persons: <i>Provide details of the intended AOC management structure, the names of the individuals who will hold the following positions and evidence of their competence in these roles:</i></p>		
Position:	Name	Company title
Accountable Manager		
Flight Operations Manager		
Crew Training Manager		
Ground Operations Manager		
Continuing Airworthiness Manager		

**Section 1B. Proposals for maintenance: To be completed by all applicants**

<input type="checkbox"/>	6. Air operator intends to conduct maintenance under <b>its own Part 145</b> organisation	8. Provide Address of principal place of business of maintenance organisation, including telephone, fax, email and web address if appropriate:
<input type="checkbox"/>	7. Air operator intends to conduct maintenance under a <b>third party Part 145</b> organisation	

**Section 1C. Aircraft: To be completed by all applicants**

9. Aircraft data: Provide details and copies of the lease agreement for all leased aircraft:

10. Aircraft Details

Number and Type of aircraft, registrations if known	MOPSC <sup>1</sup>	Type of operation ( day, night VFR / IFR

<sup>1</sup> Maximum Operational Seating Configuration

**Section 1D. Additional Information: To be completed by all applicants**

11. Area of Operation: provide details of intended area of operation:

12. Provide details of how the operation will be financed:

13. Provide details of how crew and aircraft training will be conducted, and whether flight simulation training devices will be used:

**Section 2: To be completed by DCA**

14. AOC pre-application request received on:

15. Allocated FOI:

16. Allocated Surveyor:

17. Pre-application Meeting arranged (*date:* )

18. Flight Ops Manager:

19. Head of FO:

## **Appendix B - Operating Licences**

The Operating Licence is issued by the Ministry of Communications and Works. A prerequisite for an Operating Licence is that the applicant has been issued with an AOC from the Cyprus Department of Civil Aviation.

There are two classes of Operating Licence – Type A and Type B.

A **Type A** Operating Licence is required by operators of aircraft with 20 or more seats.

A **Type B** Operating Licence is required by operators of aircraft with 19 or fewer seats.

Operating Licences do not themselves authorise air operations, but holders of Operating Licences are entitled to take advantage of Council Regulation 1008/2008 on Access for Community Air Carriers to Intra-Community Air Routes, commonly referred to as the Market Access Regulation. This enables European Economic Area (EEA) air carriers to fly on most routes within the EEA, with no further licences being required. Operations outside the EEA will normally require a carrier to hold an additional licence (a Route Licence), which is also granted by the Department of Civil Aviation.

### **Place and Nature of Business**

An Operating Licence may be granted only to an air operator whose principal place of business and registered office (if any) are within the territory of the licensing state. Further, the main occupation of the licence holder must be solely air transport or air transport combined with other aviation related activities.

### **Nationality of Ownership and Control**

A holder of an Operating Licence must be majority owned and effectively controlled by EEA States or the nationals of EEA States

### **Finance**

Before a Type A Operating Licence is granted, airlines must demonstrate that they have enough funding for the first two years of operation. Smaller companies operating aircraft with fewer than 20 seats do not have to pass any financial tests.

### **Insurance**

Before an Operating Licence is granted, an applicant must provide evidence that it has in place the required passenger insurance to cover any potential liability in respect of death or injury to passengers in the event of an accident, as well as insurance against third party damage.

### **Safety - Air Operator Certificate**

An Operating Licence cannot be granted until the applicant holds an Air Operator Certificate (AOC) granted by the Department of the Civil Aviation

## **Route Licences**

EEA air carriers may fly on most routes within the EEA without any further licence being required. For services either wholly or partly outside the EEA a licence holder will normally need to hold an additional licence, a Route Licence, which is also granted by the Department of Civil Aviation; Route Licences can be granted only to holders of Operating Licences.

Despite their name, Route Licences do not normally cover just a single route. The most commonly granted licences permit any operations that are within the area permitted by the holder's Air Operator Certificate, though there may be specific restrictions placed in specific circumstances. For scheduled services outside the EEA, the possession of a Route Licence does not however necessarily mean that the licence holder is free to commence services; it must also be designated by the Ministry of Foreign Affairs under the terms of the bilateral Air Service Agreement between Cyprus and the country to which it is intended to operate.

## **Appendix C - Guidance for those nominated as an AOC Accountable Manager**

The Accountable Manager is a senior manager within an AOC company who is accountable to the DCA for maintaining safety standards required by regulation and additional standards specified by the AOC holder or applicant. He or she holds a direct safety accountability and 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 AIR-OPS to be acceptable to the DCA.

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 DCA and the Accountable Manager plays an important part in the regulatory oversight of an AOC. As part of the routine regulatory oversight programme, the DCA's Assign Flight Operations Inspector will normally arrange an annual meeting with the Accountable Manager in order to discuss any issues associated with the safety management of the operation.

This guidance aims to help the nominee prepare for the DCA 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 DCA wishes to encourage at Accountable Manager level.

### **The DCA Acceptance Process**

The DCA normally invites the nominee for the position of Accountable Manager to a meeting at its main Office at Nicosia to allow the assigned Flight Operations Inspector and Airworthiness Surveyor to make a decision on his or her acceptability for the role. DCA 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 DCA of a Cyprus 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 Compliance Monitoring/Quality Systems, related principles and practices, and the role of the Accountable Manager in Compliance Monitoring/Quality Systems; and
- appropriate knowledge and understanding of Safety Management Systems or Accident Prevention and Flight Safety Programmes, 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 person and the meeting may cover both sets of requirements if the nominee so wishes. A completed Form 4 will be required for the nominated person element, but is not required for Accountable Manager acceptance.

It is in the interests of both the applicant and the DCA 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 DCA 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 persons 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 retain 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 Inspector 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 DCA 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 Cyprus Civil Aviation Law N.213(I)/2002-2015 as amended;
- Regulation (EU) 965/2012 as amended; and
- Regulation (EU) 1321/2014.

This understanding is essentially high level, with particular reference to the nominee's own role in ensuring that standards are maintained. The nominee should have a sound knowledge of the requirements of EASA AIR-OPS, that relate to the Accountable Manager and his/her function. [ORO.GEN.200; OPS ORO.AOC.135]

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 post holders required by ORO.AOC.135; and
- Those persons required by Part M M.A.706(c) and (d).

The DCA 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.

## Compliance/Quality System

The Compliance/Quality 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 compliance/quality system principles and practices and how these are applied within his/her own organisation including, in particular, knowledge of his/her own role.

The DCA 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 and the related requirements of EASA AIR-OPS and EASA Part-M;
- has established, published and practically endorses a Compliance/Quality Policy; and
- understands the purpose of the 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 Flight Operations Inspector will seek confirmation that the nominee's attitude to Compliance/Quality is positive and not merely a matter of compliance with EASA AIR-OPS and EASA Part-M requirements. It is essential that he/she understands the relative roles of the Accountable Manager and the Compliance Monitoring/Quality Manager in the System. If an experienced Compliance Monitoring/Quality Manager is not available within the organisation to brief a nominee unfamiliar with EASA AIR-OPS and/or EASA Part-M 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 where such a system operates within the organisation for which he/she is responsible including, in particular, knowledge of his/her own role.

The Flight Operations Inspector will need to be satisfied that the nominee understands the requirements of ORO.GEN.200 and the relationship between the Compliance/Quality and the Safety Management Systems. The nominee should be able to clearly describe the roles he/she plays in each system.

The ICAO Annex 19 (Doc 9859) is a useful source of information on safety management principles. 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 DCA will do its best to ensure that the nominee comes to the meeting ready to demonstrate the required knowledge and understanding.