

附件一

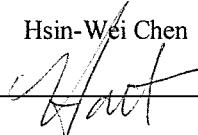
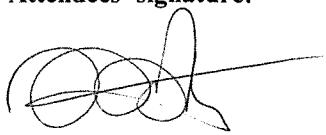
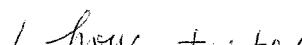
航務主管接受民航法規與相關手冊訓練

職稱	航務處長	機隊主管
姓名	Angel Soria	Frank Oosterlynck
民航法規 Rules Regulations of Civil Aviation	✓	✓

TRAINING RECORD

Training Course	MoC_Nominated DFO (Angel Soria)	Training Type	Oral at classroom		
Training Date	2025/02/26	Tutor	Hsin-Wei Chen <i>Gant</i>		
Attendees' signature:		<i>Angel Soria</i>			
Content:					
TCAR review (according to MoC assessed by the Corporate Safety Department)					
01-01A					
03-03A			<i>Gant Chen</i>		
05-01A					
07-02A			<i>2 hours tutor</i>		
08-01A					
09-01A			<i>2025/02/26</i> <i>1430 - 1630</i> <i>01-01A ; 03-03A ; 05-01A</i>		
			<i>1730 - 1930</i> <i>07-02A ; 08-01A ; 09-01A</i>		

TRAINING RECORD

Training Course	MoC_Nominated Chief Pilot (Frank Oosterlynck)	Training Type	Oral at classroom
Training Date	2025/03/04	Tutor	Hsin-Wei Chen 
Attendees' signature:			
Content:			
TCAR review (according to MoC assessed by the Corporate Safety Department)			
01-01A			
03-03A			
03-23A		1 hour tutor	
03-24A		2025/03/04	
05-01A			
07-02A / special emphasis on attachment 20-2		1000 - 1100 . 01-01A ; 03-03A	
08-01A			
09-01A		1330 - 1730	
AC F120-76D		03-23A ; 03-20A 05-01A ; 07-02A 08-01A ; 09-01A AC F120-76D	

附件二

Frank Oosterlynck 中華民國航空器駕駛員檢定證

中華民國

REPUBLIC OF CHINA

交通部民用航空局

CIVIL AVIATION ADMINISTRATION, MOTC

I.

ATPL - HELICOPTER

I.

VIII.

IV. Name : OOSTERLYNCK FRANK GEORGES

Va. Date of Birth : 26 Nov 1965

VI. Nationality : BELGIUM

V. Address : 台灣海力航空公司

IX. Expiry Date : 15 Mar 2027

X. Date of Issue : 15 Jul 2024

Director General : XI

局長 何敬萍



III. Number

502595

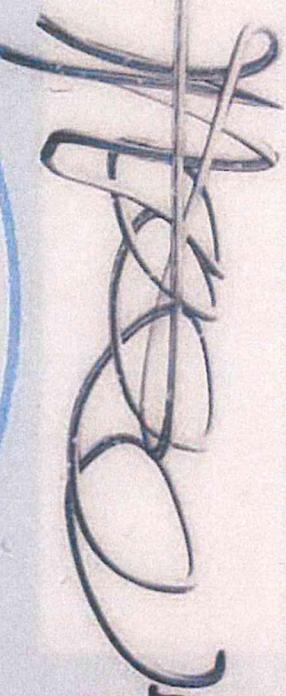
XII. Ratings
Instrument Rating
AW-169

Privileges for operation of radiotelephone on board an aircraft.

XIII. Limitations
NIL

XIII. Remarks
English Proficiency; ICAO L4 Expiry Date 07 Jul 2027

VII. Signature of Holder



2024/7/15

24-2036

CN: 502595



附件三

風險評估報告

✓ 航務處長: Angel Soria

1. MOC Report
2. 個人履歷
3. 中華民國航空器駕駛員檢定證
4. EASA Flight Crew License
5. 人事發布令

✓ 機隊主管: Frank Oosterlynck

1. MOC Report
2. 個人履歷
3. 中華民國航空器駕駛員檢定證
4. EASA Flight Crew License
5. 人事發布令



Management of Change (MoC) Report:

Appointment of Director of Flight Operations (DFO)

1. Executive Summary

This report documents the Management of Change (MoC) process for the appointment of Captain Angel Mariano Soria Gonzalez de Chávez as the new Director of Flight Operations (DFO) at HeliService Taiwan (HST), effective February 13, 2025. This change was necessitated by ensuring continued safe and efficient flight operations at HST. The MoC process followed FOM requirements, CAAT TCAR 07-02A regulations, and the HST Corporate Safety Manual (CSM) 8.7.3, specifically addressing organizational structure and responsibility changes. The transition was managed effectively, with thorough risk assessments and mitigation strategies implemented.

2. Introduction

The appointment of a new DFO represents a significant organizational change that requires a structured and systematic approach. This MoC report outlines the process to ensure a seamless transition, maintaining operational safety and regulatory compliance. The report focuses on identifying, assessing, and mitigating potential risks associated with this change.

3. Change Management Process (CSM 8.7.4)

The change management process was executed in four key phases, adhering to CSM 8.7.4:

- **Preparing for Change:**

- A structured handover period was implemented to facilitate the transfer of responsibilities from the previous DFO; he will act as DFO for a smooth transition.
- **Training and Familiarization:**
 - Captain de Chávez received comprehensive training on HST's specific procedures, Flight Operations Manual (FOM), and Safety Management System (SMS).
- **Communication:**
 - All relevant personnel were informed of the DFO change and associated responsibilities through formal communication channels.

5. Responsibilities and Duties of the Director of Flight Operations (DFO)

By TCAR 07-02A: 201-2 and HST FOM, the DFO is responsible for:

- Organizing, directing, and supervising flight operations.
- Liaising with the CAAT on all flight operations matters.
- Reporting accidents and incidents.
- Ensuring crew members are informed of regulatory and operational changes.
- Receiving and acting on aeronautical information affecting flight safety.
- Disseminating helicopter safety information.
- Documenting and implementing corrective actions.
- Participating in the SMS.
- Managing staff files.

2020, SPANISH ARMY AVIATION PILOT (Major) Spanish Army Helicopter

Battalion n° VI Tenerife. While he is working in a new environment in the Taiwan base, he may make the wrong decisions as a leader of Flight operations

(See below the risk table)

Risk Table

No.	Hazard	Associated risks	Prob	Sev	Initiate. risk	Mitigation measures	Prob	Sev	Res. Risk
Compliance									
1	CAAT did not recognize the newly appointed DFO and was not listed in the authorization & limitation conditions as part of the AOR regulation	Penalty or loss of company approval, permit, or certificate resulting in suspension of part of the operations	2	3	6	-To inform CAAT about the management personnel change and the fulfillment of AOR. (HST submitted a missive to CAAT on 14 Feb and is expected to be approved at Mid of March) -To conduct an Aviation Operation Regulation (AOR) course for the DFO. (The new DFO received AOR training when he served as Chief Pilot and will continue for recurrent training) -	1	3	3
Operations									
2	The new DFO is not familiar with the contractor requirement of SGRE Schedule 3 or updates	Failure to fulfill and oversee the implementation of the SGRE schedule 3 requirement led to the inability to establish a robust SMS system.	2	3	6	-To conduct a briefing for the SGRE schedule 3. (The new DFO has participated in SGRE audits and is familiar with the Flight Operation section in Schedule 3). -Interviewed by the SGRE Global audit team for acceptance. (The new DFO has passed the interview from the SGRE Global audit team)	1	3	3
3	The newly appointed DFO may lead to changes in the management level for safety responsibility authorization and adjustments in the operator's SMS implementation.	Mistakes in business operations can lead to aircraft accidents and incident	2	5	10	-To conduct a briefing to the new DFO and conduct SMS/ERP training (The new DFO received SMS/ERP training at HST, records are kept in Fleetplan)	1	5	5

No.	Hazard	Associated risks	Prob	Sev	Init. risk	Mitigation measures	Prob	Sev	Res. Risk
		<p>increased workload of a new position and the need to learn new regulations.</p> <p>Risk 3 Impaired Decision-Making: Fatigue can negatively impact decision-making, situational awareness, and reaction time, compromising flight safety</p>				<p>Promote a culture that prioritizes rest and recognizes the importance of fatigue management.</p> <p>Regular Fatigue Assessments: Conduct regular fatigue assessments and utilize input from the flight crew to monitor and mitigate fatigue.</p> <p>Administrative Support: Provide increased administrative support to the DFO/Chief pilot to limit the number of administrative tasks that must be performed.</p>			

continued compliance and operational safety. This change was conducted in full compliance with all applicable regulations and internal procedures.

Signature

<i>Perry Ch</i>	<i>Tina</i>	<i>D Z J</i>
<i>Prepared by</i> <i>Director of Corporate Safety</i>	<i>Approved by</i> <i>Accountable Manager</i>	<i>Approved by</i> <i>Chairman</i>



+34 670740857



bubasoria@gmail.com

ANGEL MARIANO SORIA GONZALEZ DE CHÁVEZ

HELICOPTER PILOT

LICENCE AND CERTIFICATES

- **EASA:** ATPL (H) | IR
Bell 212 / 412 / SP/IR
AS332/H225/MP/IR TRI (H)
AW169 MP/IR
EC135 (Expired)
- **GCAA:** ATPL (H) / IR
Bell 212 / 412 / MP/IR

FLIGHT EXPERIENCE

- A/C TYPE: TOTAL 4.865 (3.940 PIC)**
- ✓ EC135 – 265 Hours
 - ✓ BO 105 – 8 Hours (Auto-rotations Training)
 - ✓ B212 / 412 – 1206 Hours
 - ✓ AS332 / EC225 – 3181 Hours
 - ✓ AW169 - 195 Hours
 - ✓ R22 – 8 Hours

MISSION:

- ✓ SLING LOAD - 386 Hours
- ✓ NVG Night Flight - 760 Hours
- ✓ CONVENTIONAL NIGHT FLIGHT - 284 Hours
- ✓ IFR - 460 Hours
- ✓ OFFSHORE – 1200 Hours
- ✓ TEST FLIGHTS – 250 Hours
- ✓ INSTRUCTOR PILOT - 1610 Hours
- ✓ HOIST OPERATIONS - 740 Hours

LANGUAGES

- **SPANISH:** Native
- **ENGLISH:** Fluent - EASA ELP level 5
- **GERMAN:** Medium level

MILITARY DEPLOYMENTS

UNITED NATIONS, LEBANON (UNIFIL)
(Naquora-Lebanon)
2016 (6 Months)

RESOLUTE SUPPORT
(NATO, Kabul- Afghanistan)
2019 (6 Months)

XII. Ratings
Instrument Ratings
AW-169

Privileges for operation Of radiotelephone On board an aircraft.

XIII. Limitations
NLL

XIII. Remarks
English Proficiency; ICAO L4 Expiry Date 10 Jul 2027

VII. Signature of Holder

2024/7/23

CN:502597

24-1981



發布令

Company Announcement

2025. 02. 13

各位同仁：

自 2025 年 02 月 13 日起新任人事公佈如下：

1. Angel Soria 擔任航務處長。
2. Frank Oosterlynck 擔任總機師。

——Dear colleagues,

New appointments are announced, effective from February 13, 2025:

1. Angel Soria has been appointed as Director of Flight Operation Department.
2. Frank Oosterlynck has been appointed as Chief Pilot.

董事長 Chairman

宋文生 2024

台灣海力航空
HeliService Taiwan Co., Ltd

民航法規相關機隊主管資格 第二百零一條之三

機隊主管除應熟悉與其業務相關各類手冊、營運規範 及相關民航法規外，並應具備下列條件之一：

一、持有至少一種該航空器使用人所用機型之有效民航運輸駕駛員檢定證或 商用駕駛員檢定證。

二、擔任民用航空器機長三年以上之經驗。但經民航局確認申請人具有同等 之航空經驗者，不在此限。

附件二十之二

HHO 總機師及其代理人應持有有效之直昇機商用或民航運輸駕駛員檢定證，其檢定項目應包含實施機外掛載作業之直昇機機型檢定。

附件二十之二

HOFO 總機師及其代理人應持有有效之直昇機商用或民航運輸駕駛員檢定證，其檢定項目應包含實施離岸飛航作業之直昇機機型檢定。

機隊主管(Chief Pilot)人員：Frank Oosterlynck

1. 持有有效之直昇機商用或民航運輸駕駛員檢定證。
2. 擔任民用航空器機長26年以上。
3. 個人相關經歷與證照附件資料如後。

Signature:

Prepared by Director of Flight Operation	Approved by Accountable Manager	Approved by Chairman
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GOM (General Operation Manual)

機隊主管之工作職掌

- act as chief technical authority for aircraft procedures and techniques in the fleet, monitor the effectiveness of established pilot operating handbook (POH) and helicopter external-load operations manual (HHO).
- monitor the performance of flight crewmembers to ensure safe operating procedures, standardization, effective crew resource management (CRM), and proper personal behavior.
- responsible for the safety of crew rosters. When new schedules are published, he will have the authority to approve or disapprove flight pairings, aircraft staffing, and duty and rest periods.
- conduct an annual performance review for each assigned crewmember, counseling individual crewmembers as necessary to ensure safe and excellent performance.
- participate in disciplinary or technical review boards as requested by the DFO. In the event a flight violation is filed against an assigned crewmember, the Chief Pilot will participate in the technical review and assist regulatory authorities, as requested by the DFO.
- recommend crewmembers for promotion, training, examinations, and reward.
- conduct fleet meetings and participate in flight safety meetings at the request of the DFO.
- participate in the evaluation and selection of new pilots.
- monitor crew health and remove any deficient crewmembers from the flight schedule.
- act as liaison to the other units on the above items, or assist other company units with external business coordination and communication.
- supervise and execute helicopter external-load operations. Also described at the HST Helicopter External-Load Operations Manual Chapter 1.5.

CSM (Corporate Safety Manual)

8.7.3 Change management triggers

Change management procedures are to be implemented whenever any of the following triggers occur:

- Changes to organization structure or responsibility:
Transfer of a position to a different responsible manager.

8.7.4 Change management process

- The change management process can be broken down into following phases:
 - Preparing for change
 - Identify the goal of the change!
 - Identify the risks.
 - Identify the controls.
 - Select/notify the change management team.
 - Develop an Implementation Plan
 - Follow Hazard identification/risk management process to proceed.
 - Continue monitoring risk control effectiveness.

MOC PROCESS

- **Preparing for change** : select and nominate person for substitute of Chief Pilot

- **Identify the goal of change** :

1. to arrange a replacement for Chief Pilot (CP), due to existing CP promotion as Director of Flight Operation

2. to have a smooth transition of the management position change and minimize operation risk and impact

- **Identify the risks** :

1. CP replacement might cause job interruption, due to not well prepare for job take over, missing itemized and/or incomplete information hand over

2. New nominated CP might not have required experience, qualification and/or background for the field and coverage of responsibility which might cause ineffective management measurement

3. Lack of experience or knowledge might lead to misjudgment, causing interruption or unsafe operation.

- **Identify the controls** :

1. based on the CP job responsibilities, to do a gap analysis of the experience and qualification of new nominated CP and identify what is insufficient or missing for make up to mitigate the risk of position change

- **Select/notify the change management team** :

1. Existing CP, nominated person, CSD director and Accountable Manager

- **Develop an Implementation Plan :**

1. Conduct CSM RSA for action plan for risk mitigation

IMPLEMENTATION PLAN - GAP ANALYSIS AND ACTION PLAN RISK MANAGEMENT

Candidate Chief Pilot: FRANK OOSTERLYNCK (CV as attachment).

1. Act as chief technical authority for aircraft procedures and techniques in the fleet, monitor the effectiveness of established pilot operating handbook (POH) and helicopter external-load operations manual (HHO).

- Gap analysis : new NP with AW169 on type flight experience and past helicopter flight experience, including HOFO and HHO as Offshore hoist and Search & Rescue Captain in North Sea Operations
- Action : No action required.

2. Monitor the performance of flight crewmembers to ensure safe operating procedures, standardization, effective crew resource management (CRM), and proper personal behavior.

- Gap analysis : new NP with twenty five years experience , including large hoisting experience. To flight with expatriates pilots need more CRM consideration due to language.
- Action : Have conducted HST additional CRM training session to familiarize the HOFO Windfarm HHO.

3. Responsible for the safety of crew rosters. When new schedules are published, he will have the authority to approve or disapprove flight pairings, aircraft staffing, and duty and rest periods.

- Gap analysis : need to familiarize company FOM crew roster and paring requirement

- Action : Have Arranged and completed a FOM session of crew roster and pairing related regulation, have learned more about his crew Members' background for proper decision making.

4. Conduct an annual performance review for each assigned crewmember, counseling individual crewmembers as necessary to ensure safe and excellent performance.

- Gap analysis : minor gap to know more about his crews members
- Action : No action required

5. Participate in disciplinary or technical review boards as requested by the DFO. In the event of flight violation is filed against an assigned crewmember, the Chief Pilot will participate in the technical review and assist regulatory authorities, as requested by the DFO.

- Gap analysis : on type experience pilot with good people's skills.
- Action : No further action required

6. Recommend crewmembers for promotion, training, examinations, and reward.

- Gap analysis : on type experience pilot with large aviation experience, no gap
- Action : No further action required

7. Conduct fleet meetings and participate in flight safety meetings at the request of the DFO.

- Gap analysis : no gap identified.
- Action : No further action required

8. Participate in the evaluation and selection of new pilots.

- Gap analysis : no gap identified.
- Action : No further action required

9. Monitor crew health and remove any deficient crewmembers from the flight schedule.

- Gap analysis : no gap identified.
- Action : No further action required

10. Act as liaison to the other units on the above items, or assist other company units with external business coordination and communication.

- Gap analysis : no gap identified.
- Action : No further action required

11. Supervise and execute helicopter external-load operations. Described at the HST

Helicopter External-Load Operations Manual Chapter 1.5.

- Gap analysis : same as that of item 1. The candidate has completed CAAT requirement for HHO Flight certification and route trainings.
- Action : No further action required

Continue monitoring risk control effectiveness

1. monitor daily flight operation for any interruption and identify if relate to CP responsibility for improvement

FRANK OOSTERLYNCK

Phone : +32 498 173117 Email : f.oosterlynck@heliservice.de
Home address : Kouterwegel 1 - 9090 Melle - Belgium

Certificates, ratings and skills	ATPL license AW 169 AS 365N3 Class 1 Medical SAR Operations HHO Operations
Flight time	Total 7789 hrs PIC 7599 hrs AS365 3258 hrs AW169 147 hrs IFR 1250 hrs Night 800 hrs
Hoistings	Day 2360 Night 660
Professional experience	Heliservice 2014 - Present AW169 Windmill operations
	NHV 2006 - 2014 Primarily engaged in Maritime Pilot Services in the port of Rotterdam. Day and night all weather offshore operations. Windmill operations from Ostend. 2012-2022 SAR captain out of the Pistoelhaven in Rotterdam. Between 2006 and 2011 various O&G missions in the North Sea and Africa.
	Heli Service Belgium 2001 - 2006 HEMS pilot in Brugge. Various VFR operations
	Publi Air 1999 - 2001 Various VFR operations
Languages	English Fluent written and spoken (Level 6) Dutch Fluent written and spoken (native) French Fluent written and spoken (native) Mandarin Notions

中華民國

REPUBLIC OF CHINA

VIII. 交通部民用航空局

CIVIL AVIATION ADMINISTRATION, MOTC

II. ATPL - HELICOPTER

IV. Name : OOSTERLYNCK FRANK GEORGES

Va. Date of Birth : 25 Nov 1965

Nationality : BELGIUM

VI. Address : 台灣海力航空公司

VII. Expiry Date : 15 Mar 2027

X. Date of Issue : 15 Jul 2024

Director General : XI

局長 何淑萍

III. Number

502595



XII. Ratings
Instrument Rating
AW-169

Privileges for operation of radiotelephone on board an aircraft.

XIII. Limitations
NII

XIII. Remarks
English Proficiency: ICAO L4 Expiry Date 07 Jul 2027

VII. Signature of Holder



CN:502595

2024/7/15

24-2036

I	State of issue / Staat van aflevering Belgium	
III	Licence number / Bewijs van bevoegdheid nummer BE.FCL.105189.H	
IV	Full name of holder / Volledige naam van de houder Frank Oosterlynck	
IVa	Date and place of birth / Geboortedatum en plaats 25/11/1965 Ixelles	
V	Address of holder / Adres van de houder Kouterwegel, 1 9090 Melle België	
VI	Nationality of holder / Nationaliteit van de houder België	
VII	Signature of holder / Handtekening van de houder	
VIII	Issuing competent authority Belgium	
X	Signature of issuing officer and date 06/03/2024	
XI	Seal or stamp of issuing competent authority	

II	Titles of licences, date of initial issue and country
	ATPL(H) 18/09/2008 BE
IX	Validity / Geldigheid
	<i>The privileges of the licence shall be exercised only if the holder has a valid medical certificate for the required privilege.</i>
	<i>A document containing a photo shall be carried for the purposes of identification of the licence holder.</i>
XII	Radiotelephony privileges
	<i>The holder of this licence has demonstrated competence to operate R/T equipment on board aircraft in ENGLISH</i>
XIII	Remarks / Opmerkingen
	<i>This licence is automatically rendered valid as per the ICAO attachment to this licence.</i>
	<i>Language Proficiency</i>
	<i>ENGLISH - Level 6 - unlimited validity</i>

A collage of various Belgian government logos and text fragments, including:

- KINGDOM OF BELGIUM
- KONINKRIJK BELGIË
- ROYAUME DE BELGIQUE
- KONIGREICH BELGIEN
- Federal Public Service
- Mobility and Transport
- Belgian Civil Aviation Authority
- EUROPEAN UNION
- FLIGHT CREW LICENSE
- BEWJS VAN BEVOEGDHEID VOOR VLIEGEND PERSONNEL
- LICENCE DE PERSONNEL NAVIGANT
- FLUGBESETZUNGSLEIZEN
- This license complies with ICAO Standards, except for the LAPL and BIR privileges or when accompanied by an LAPL medical certificate.
- Issued in accordance with Part-FCL
- Utilization conforme avec la LAPL et les priviléges de BIR lorsque accompagné d'un certificat médical.
- De bewijst dat u volledig voldoet aan de ICAO-normen, met uitzondering van de LAPL-berechtiging en de BIR-
- Bevoegdheid om te vliegen volgens hetzelfde standaard als de LAPL.

XII Ratings, certificates and privileges			
Class/Type Valid until IR valid until Remarks and Restrictions			
AW169	28/02/2025	30/04/2025	MP
S365 / EC155	30/04/2024	30/04/2025	MP
Instructors	Valid until	Remarks and Restrictions	N/I
Examiners	Valid until	Remarks and Restrictions	N/I

發布令

Company Announcement

2025. 02. 13

各位同仁：

自 2025 年 02 月 13 日起新任人事公佈如下：

1. Angel Soria 擔任航務處長。
2. Frank Oosterlynck 擔任總機師。

Dear colleagues,

New appointments are announced, effective from February 13, 2025:

1. Angel Soria has been appointed as Director of Flight Operation Department.
2. Frank Oosterlynck has been appointed as Chief Pilot.

董事長 Chairman

陳立生 D.L.Y

台灣海力航空
HeliService Taiwan Co., Ltd