Organization and Responsibilities Chapter 1





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### **Chapter 1 Organization and Responsibilities**

### 1.1 Organizational Structure

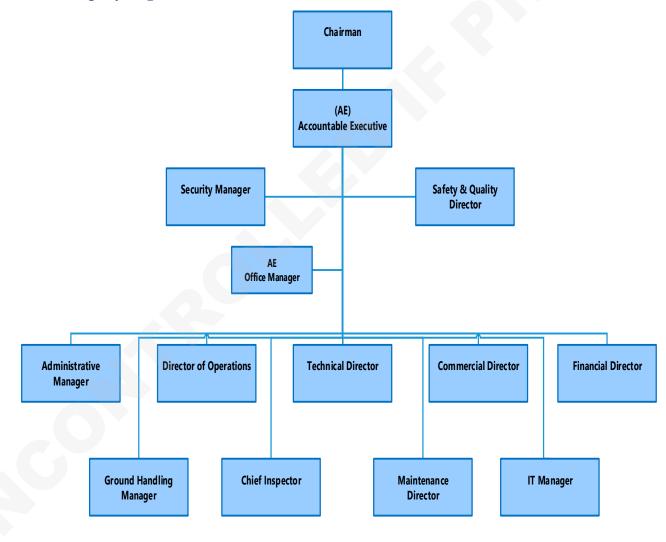
Ref. Corporate Manual Ch.1

The following organization chart depicts the company and the flight operations department organizational structure.

They show the relationship between the various departments of the company and the associated subordination and reporting lines and control of flight operations and the management of safety and security outcomes.

Director of Operations ensures that communication within his department and between departments are established in a way that guarantees the exchange of relevant operational information.

### 1.1.1 Company Organization

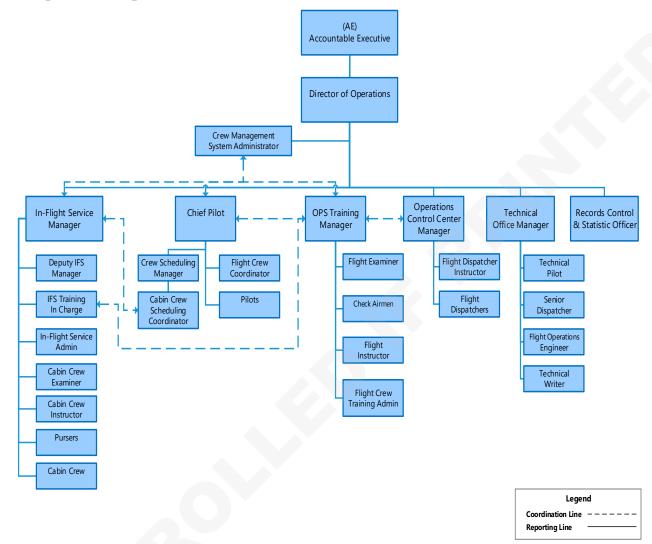


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### 1.1.2 Operations Department Structure



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#### 1.2 Names and Titles of Nominated Post-Holders

ECAR 121.59, 145.13

Ref. Corporate Manual Ch.1

This section mentions the names and describes the functions of the company post holders acceptable to the Authority as required by the Egyptian Civil Aviation Regulations.

In the absence of any of the post-holder, his deputy shall ensure continuity of control and supervision.

	Name	Title and/or Post
1	Mr. Karim Baky	Accountable Executive
2	Capt. Sherif El Messiri	Director of Operations
3	Eng. Medhat El Sayed	Maintenance Director
4	Capt. Nashaat Ayad	Chief Pilot
5	Eng. Bahy Metkies	Safety & Quality Director
6	Eng. Osama Mansour	Chief Inspector

ECAA shall be notified within 10 days of any vacancy in any position or any change in personnel listed above and will not in charge unless get an acceptance from ECAA.

Titles of other Management Personnel

	Title and/or Post	
7	Operation control and dispatch Manager	
8	Operations Training Manager	
9	Flight Safety Manager	
10	In-Flight Services Manager	
11	Ground Handling Manager	
12	Administration Manager	
13	Security Manager	
14	IT Manager	
15	Catering Manager	
16	Operations Technical Office Manager	

#### 1.2.1 Managerial Positions Delegation Process

Nesma Airlines has a delegation process for the delegation of duties within the management system that ensures managerial continuity is maintained when operational managers, including nominated post holders are out of office.

Refer to Corporate Manual Ch.1.2.3.

Note: the use of telecommuting technology and/or being on call and continually contactable are acceptable means for operational managers to remain available and capable of carrying out assigned work duties.

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### 1.3 Authorities and Responsibilities of Operations Management and Non- Management Personnel

### Ref. Corporate Manual Ch.1

Nesma Airlines has a flight operations management system that thoroughly defines the authorities and responsibilities of management and non-management personnel that perform functions relevant to the safety or security of aircraft operations in areas of the flight operations organization. The management system shall also specify:

- i. The levels of management with the authority to make decisions that affect the safety and/or security of operations;
- **ii.** Responsibilities for ensuring operations are conducted in accordance with applicable regulations and standards of Nesma Airlines
- **iii.** Lines of accountability throughout flight operations, including direct accountability for safety and/or security on the part of flight operations senior management.

#### 1.3.1 Accountable Executive

Accountable Executive Job Description (ECAR 121.71) (a)

The Accountable Executive of Nesma Airlines who has the accountability for safety and security performance, he has the authority to take necessary actions to ensure the management system is effective.

### **Responsibilities:**

- Irrespective of other functions, has ultimate responsibility and accountability on behalf of Nesma Airlines for the implementation and maintenance of the safety management system (SMS) throughout the organization.
- Maintain an adequate organization as required by the AOC and notify the ECAA as soon as practicable of any major changes in the organization;
- Has the authority to ensure the allocation of resources necessary to manage safety and security risks to aircraft operations
- Management of safety risks & security threats
- To ensure that a Nesma airline continues to meet applicable requirements, the Accountable Executive is authorized to designate a director/manager with the responsibility for monitoring compliance. The role of such Director/manager would be to ensure that the SMS activities of Nesma Airlines are monitored for compliance with the applicable regulatory requirements, as well as any additional requirements as established by Nesma Airlines, and that these activities are being carried out properly under the supervision of the relevant head of functional area.
- Represent the company in all matters pertaining to business.
- Manages improvement projects that are proposed by Nesma Airlines Safety Review Board.
- Allocate resources required to implement and maintain effective Safety and Quality Management System.
- Managing major operational process within the upper management level, and coordinating with other organizations concerned in cross functional activities and processes affecting their performance.

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- Establishing a communication system that ensures effective communication of Regulatory requirements, company policies and operational information to the employee groups. This communication system shall also enable employees to forward operational suggestions and safety concerns upward to the management team.
- Ensuring that management team members who are required to maintain technical proficiency (such as pilots and cabin crew) will be assigned responsibilities and activities that reasonably accomplished.
- Allocating necessary resources maximize safety and quality performance.
- Ensuring that an alternate management representative is designated during the absence of critical operational managers.
- Determining, providing and maintaining the physical infrastructure and environment needed to achieve conformity with management system requirement
- Ensures compliance with organizational procedures, standards, national regulation and international regulations and standards and the regulations, standards and laws of the states to which operations are conducted.
- Ensures a feedback system that enables quality and safety related concerns to be addressed to senior management, and ensures corrective and preventative actions are implemented as necessary.
- Ensuring the establishment of Emergency Response plan within the company and continually train assigned staff to ensure its adequacy.

The Accountable Executive has the authority, which includes:

- Financial control, to make policy decisions, provide adequate resources, resolve operational quality, safety and security issues and, in general, ensure necessary system components are in place and functioning properly in accordance with Nesma airlines mission statement.
- to ensure the allocation of resources necessary to manage safety and security risks to aircraft operations
- Full control of the human resources required for the operations authorized to be conducted under the operations certificate;
- Final authority over operations authorized to be conducted under the operations certificate;
- The Accountable Executive is Responsible for: (ECAR 121.71)
- Allocation of resources as needed to ensure that all operations and maintenance activities are properly financed and carried out in accordance with Nesma Airlines standards and following regulations.
- Safety, Security and Quality Management Systems within the organization by establishment, implementation and monitoring for Safety, Security and Quality activities and processes and ensuring conformity with all regulatory requirements and Nesma airlines standards & procedures.
- Directing internal inspections, audits and surveys to monitor and ensure Safety and Implementation of corrective and preventive actions identified by quality audits or safety investigations.
- He is responsible for provisions that ensure follow-up activities include independent documentation and verification of corrective action that has been implemented.
- Ensuring the SMS is properly implemented in all areas of the organization and performing in accordance with applicable specified requirements.

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- Ensuring the following programs in compliance with the regulatory requirements and company policy:
  - Drug testing program
  - Alcohol misuse prevention program

Deputized By: Technical Director

### 1.3.2 Director of Operations

### Reference: ECAR 121.59 (a).

The Director of Operations is a nominated management position approved by ECAA and must be qualified in accordance with ECAR 121.61 (b).

Director of Operations or his deputy is the executive responsible for the day-today implementation of the company policies and for direct supervision of the line operations on all fleet. This involves implementing and maintaining whatever procedures necessary to ensure the smooth operation of all fleet.

Particularly, he determines all flight operational standards and practices. He is responsible for editing the Operations Policy Manual ensuring that revisions are submitted to the authority (ECAR) for acceptance and approval, and Operations Manuals are up to date and include all data necessary to comply with all relevant regulations and requirement and with the provision of the AOC.

The Director of Operations reports to the Accountable Executive and has the responsibility, and thus is accountable, for ensuring:

- i. The management and supervision of all flight operations activities;
- ii. The management of safety and security in flight operations;
- **iii.** Flight operations are conducted in accordance with conditions and restrictions of Nesma Airlines Air Operator Certificate (AOC), and in compliance with ECAA regulations and standards of Nesma Airlines.

#### Authorities

The Director of Operations has the authority to command the departments under his jurisdiction, coordinate between the operations department and other departments, control all aspects of operations, enforce procedures and processes, and represent the operations department in the management board. He also has the authority to allocate resources and hire qualified personnel for the department. He is also authorized to manage the Human Resources functions in the operations department in coordination with the administration department.

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### Responsibilities: (ECAR 121.71 (b))

The Director of Operations is responsible for safe flight operations. In particular, the responsibilities of the position include:

- 1. Management of operations and operational standards of all airplanes operate
- **2.** Management of safety risks and security threat ensures the allocation of resources necessary for aircraft operations.
- 3. Ensuring compliance with regulatory, company and safety requirements.
- **4.** Control of the human resources required for the operations authorized to be conducted under the operations certificate;
- **5.** The identification of operations coordination functions which impact on operational control (e.g. maintenance, crew scheduling, load control, security, equipment scheduling);
- **6.** He has the authority for supervision, organizing, managing, controlling, and maintaining the efficiency of the following areas:
  - Safety and security of flight operations;
  - Flight operations functions and/or activities;
  - Fleet operations;
  - Documentation and control;
  - Accident prevention and flight safety;
  - Human resources;
  - cabin safety;
  - crew scheduling and Roistering;
  - training programs; Safety and quality assurance program; and
  - Any other associated activities.
- **7.** The contents of the company Operations Manual; including production and the amendment of content.
- **8.** Liaison with the regulatory authority on all matters concerning flight operations, including any variations to the company certificate (AOC);
- 9. Liaison with OEM and any external entities which may affect company operations;
- **10.** Ensuring that the company operations are conducted in accordance with current regulations, standards, conditions, restrictions of the Air Operator Certificate Ensuring that crew scheduling complies with flight and duty time regulations, and that all crewmembers are kept informed of any changes to the regulations and standards;
- 11. The receipt and acting of any aeronautical information affecting the safety of flight;
- **12.** The dissemination of airplane safety information, both internal and external, in conjunction with the safety and quality assurance programs;
- 13. Qualifications of flight and cabin crews;
- 14. Maintenance of a current operations library; and
- **15.** Promoting and implementing a non-punitive policy.
- **16.** Ensuring long-term operational planning in regards to recruitment of Flight Deck Crew, cabin crew and Ground Staff.
- **17.** Implementing standard operating procedures and safety requirements.
- **18.** Attend Safety Management Review Committee meetings and ensuring all recommended safety corrective actions are carried out within the specified time period.
- **19.** Provide the necessary resources and commitment in ensuring safety issues raised during the Safety Management Review Committee is corrected.

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- **20.** Accountable to senior management for ensuring the safety and security of flight operations
- 21. Ensuring compliance of all flight operation personnel with the Nesma Airlines policies and/or procedures, monitor if any wilful and deliberate violation of Nesma Airlines policies and/or procedures has been reported he shall take the necessary actions required such as company investigation to investigate the violation and if required the National Aviation Authority will be involved on the case review (Refer to OM-A 1.8.1 and 11.4).
- **22.** Manage the committee of study of the new airports and ensure compliance with the safety and security standards presented by the commercial department (Refer to 8.1.2 Criteria for Determining the Usability of Aerodromes).
- **23.** Do whatever is needed to assure the accomplishment of a safe flight mission within the established period to ensure customer satisfaction.

**Deputized By: Chief pilot** 

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### 1.3.3 Chief Pilot

### **Job Description**

Chief Pilot is a nominated management position approved by ECAA and must be <u>qualified in</u> accordance with ECAR 121.61. (c)

The Chief Pilot reports to the Director of Operations and is responsible for the safe and professional standards of the flight crew.

Authorities and Responsibilities (ECAR 121.71 (d))

Chief pilot is responsible for the professional standards of the flight crews under his/her authority, and in particular:

- 1. Line operations supervision;
- 2. Crew scheduling;
- **3.** The supervision of flight crews;
- **4.** Management of safety risks and security threats
- **5.** Developing and/or implementing all required approved training programs for the air operator flight crews;
- **6.** Ensure the functioning of the Quality System within his area of responsibility;
- 7. Writes and keeps up to date adequate job descriptions for flight operations personnel reporting to him;
- **8.** Monitor outsourced training activities.
- **9.** Assure that training aids used (i.e. Simulators, Full Flight Simulators) have been approved as necessary for the kind of training administered by the Authority ECAA Develop and maintain all forms required for any kind of training administered and processes them as applicable;
- 10. Issuing directives and notices to the flight crews as require.
- 11. The processing and auctioning of any flight crew reports;
- 12. The auctioning and distribution of accident, incident, and other occurrence reports;
- **13.** Delegated by the Director of Operations for the management of policies, rules and procedures governing fleet and line operations.
- **14.** Make recommendations to the Director of Operations in terms of appointments, promotions, demotions, dismissals and any other disciplinary action within his area of responsibility;
- **15.** Closely coordinate with the ECAA on all ECARs subject matters as they apply to his area of responsibility;
- 16. Liaise with other management personnel in his area of responsibility;
- 17. Represent Nesma Airlines on national and international training meetings;
- **18.** Manages Nesma Airlines EFB in accordance with the control procedures and responsibilities outlined in 8.12 Electronic Flight Bag (EFB).
- 19. Define and set the requirements for new EFB hardware/Software.
- **20.** Coordinate all EFB related projects with all relevant departments.
- **21.** Manages Nesma Airlines crew management system in accordance with procedures and responsibilities outlined in Chapter 4 Crew Management.
- 22. assuming any responsibilities delegated by the Director of Operations; and
- 23. in his or her absence, all responsibilities for duties shall be delegated to another qualified individual, except that the knowledge requirements detailed under chief pilot qualifications may be demonstrated to the air operator rather than the ECAA

**Deputized By:** Operations Training Manager

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### 1.3.4 Safety & Quality Director

Ref. to ECAR 19.103

Corp. Manual Ch.1

The safety & quality director is designated by the AE and reporting to him. He is accepted by the authority as a nominated post holder, and he is responsible for the day-to-day administration and oversight of SMS operation throughout the organization on behalf of the AE.

#### **Oualifications**

The safety & quality director is a nominated management position accepted by ECAA and he is qualified as per ECAR requirements 19.103 (I).

### **Responsibilities:**

- 1. the day-to-day operation and oversight of SMS operation throughout the organization;
- 2. Planning and controlling the safety department budget;
- **3.** Developing and maintaining of the safety policy, safety standards and safety management system;
- 4. Enhancing safety culture in the company using all available safety recourses;
- 5. Deploying the company Safety tool;
- **6.** Corporate SMS documentation (drafting, validation, approval and maintenance);
- **7.** Developing the company's risk management system and ensuring its relevance, adoption and proper use by the company;
- **8.** Selecting the most appropriate risk mitigation measures for those risks deemed unacceptable; coordinating safety committees;
- **9.** Overseeing the performance of the company's safety management activities to evaluate its effectiveness and providing advice on potential improvements to safety performance;
- **10.** Overseeing hazard identification systems effectiveness, for example: (Occurrence investigations & Incident reporting systems & Data analysis programs);
- **11.** Reviewing and reporting on compliance with safety management policies, plans, systems and procedures, ensuring safety issues are reported in a timely manner;
- **12.** Providing regular reports on safety performance and giving independent advice to the AE and all departments within the company;
- **13.** Arrangement of the safety committee meetings, including meeting agenda topics, and keeps the meetings records;
- **14.** Establishing a system for the safety management education and safety awareness;
- 15. Disseminating public communications on safety issues;
- **16.** Establishing a safety audit and surveillance system;
- 17. Effective interface with the ECAA regarding safety matters;
- **18.** Establishing industry liaison on safety matters;
- 19. Establishing safety relations with international bodies;
- 20. Managing, developing, maintaining and implementing the company ERP;
- **21.** Coordinating the regulatory authority's Mandatory Occurrence Reporting (MOR scheme);
- **22.** Assisting with the investigation of accidents and conducting and coordinating investigations into incidents;
- 23. Investigates all maintenance and operations occurrences to determine the root causes and appropriate courses of action;
- 24. All investigation reports will be reviewed during Safety Committee meetings;
- **25.** The performance of the quality assurance program;

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- **26.** Ensure communication and coordination with operational managers in the management of operational risk;
- 27. Establish the extent of the quality assurance program;
- **28.** Identify and evaluate the risks for the audit;
- 29. Establish audit responsibilities;
- **30.** Establish procedures for quality assurance program;
- **31.** Determine necessary resources;
- **32.** Ensure the implementation of the quality assurance program, including the establishment of audit objectives, scope and criteria of the individual audits, determining audit methods and selecting the audit team and evaluating auditors;
- 33. Ensure that appropriate audit program records are managed and maintained;
- **34.** Monitor, review and improve the audit program.

**Deputized by:** After the Accountable Executive approval, the flight safety manager/quality assurance manager (according to availability)

### 1.3.5 Operations Training Manager

(ECAR 121.59 (b))

### **Job Description**

Manage Operations Department Training for Flight Crewmembers, cabin crew and dispatchers to several requirements and aspects such as coordination, arrangements, and furnishing of materials, tools, facilities and instructors.

Those requirements are vital for generating and maintaining Standardized Operational personnel, i.e. Flight Crewmembers, Cabin Crew and Dispatchers. In this context, concerned management personnel are required to furnish highest degree of coordination with Operations Training Manager to accomplish his duties and responsibilities.

- The Operations Training Manager reports to the operations director, refer to 1.1 Organizational Structure
- Coordinate with the chief pilot to develop and implement the flight training program (to comply with ECAR 121 subpart N).
- Ensure proper training records of crewmembers are disseminated through flight operations department and updated on the respective section of the crew management system. (refer to Crew Management System Manual table 2.3 for training record management processes)
- Direct and coordinate with all operations department training responsible for developing and implementing (OCC and IFS) training program.

### **Minimum Qualifications:**

Chosen by Operations department committee with Accountable Executive approval.

- A pilot with valid license on the company's aircraft type.
- Has enough knowledge about the requirements of ICAO, ECAR and the state and other applicable authorities.
- Good personality with excellent communication skills
- Good computer skills.

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Operations Training Manager is responsible for the professional training standards of the flight crewmembers, cabin crew and dispatchers under his responsibilities, and in particular:

- 1. Publish, amend and revise Nesma Airlines Operations Manual, Part D;
- **2.** Develop, publish and revise training strategies (i.e. Training Syllabi) under due consideration of legal and other requirements as they have to be observed;
- 3. Publish, select and maintain in-house training software and hardware
- **4.** Monitor and verify the adherence to training standards among the instructors;
- **5.** Ensures that training program fulfils safety and security requirements.
- **6.** Manages Nesma Airlines E-learning system in accordance with OM-D Chapter 6.
- **7.** Assess the impact of the manufacturer Operations Training Telex (OTTs) on the various training activities.
- **8.** Ensure the functioning of the Quality System within his area of responsibility;
- **9.** Writes and keeps up to date adequate job descriptions for flight operations personnel reporting to him;
- **10.** Monitor training provided by third parties (i.e. Egypt Air Training Centre);
- **11.** Assure that training aids used (i.e. Simulator etc) have been approved as necessary for the kind of training administered by the Authority ECAA;
- **12.** Develop and maintain all forms required for any kind of training administered and processes them as applicable;
- **13.** Issuing directives and notices to the flight crews as required in coordination with direct manager(s);
- 14. The processing and acting of any flight crew reports related to training standards;
- **15.** Recommend in his function as Flight Standards Training Coordinator, team procedural and standardization changes throughout Nesma Airlines Flight Operations Department; activities to the Director Flight Operations whenever this is necessary and provides justification for such proposed changes;
- **16.** Assure on a tactical and strategic basis that an adequate number of instructors for all operations training activities to be accomplished are held available to cover Nesma Airlines operations training needs;
- **17.** Assure that all training is conducted in such a way that qualified personnel are made available in a timely manner;
- **18.** Make recommendations to the Director Flight Operations in terms of appointments, promotions, demotions, dismissals and any other disciplinary action within his area of responsibility;
- **19.** Closely coordinate with the ECAA on all ECARs subject matters as they apply to his area of responsibility;
- 20. Ensure that crew qualifications are updated regularly on the Crew Management System
- 21. Assign crew training and record evaluation through the Crew Management System.
- **22.** Direct and monitor outsourced training activities within Nesma Airlines as far as they fall under ECAR training requirements for flight operations;
- **23.** Direct and monitor outsourced training activities within Nesma Airlines Safety, as far as they fall under ECAR training requirements for flight operations;
- **24.** Monitor and verify the adherence to training standards among the instructors;
- 25. Develop and maintain relevant statistical data;
- **26.** Liaise with other management personnel in his area of responsibility;

Represent Nesma Airlines on national and international training meetings in coordination with Chief Pilot.

**Deputized by:** Most senior pilot examiner after director of operations approval

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#### 1.3.6 Technical Office

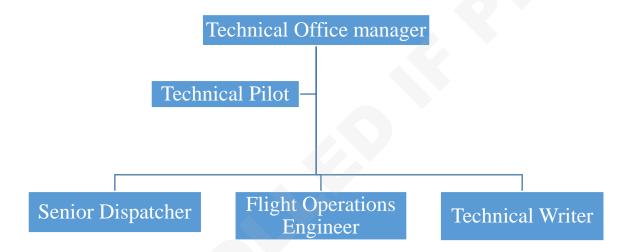
Technical office is the technical arm of the operations department and it reports directly to him. The technical office is responsible for all technical issues related to everyday operations, coordinate activities between different departments, and reports the results to the Director of Operations.

#### 1.3.6.1 Technical office structure

The technical office shall include at least flight operations engineer, technical pilot, senior dispatcher and other personnel that are deemed suitable for the position after the approval of the Director of Operations.

One of the team members shall be appointed technical office manager responsible for taking technical decisions and representing the team in meetings.

Technical Office team structure



#### 1.3.6.2 Technical Office Manager

#### **Job Description**

He is responsible for enhancing safety and optimizing aircraft operations by providing the latest aviation technology information to Nesma Airlines management and follow up implementation and report to Director of Operations. Technical office manager shall also be responsible for the library and the document management and/or control of the operations manuals in coordination with the quality department.

The technical office manager also acts as flight operations officer in direct contact with the manufacturer in receiving the Flight Operations Transmission/Telex (FOTs) and Operations Training Telex (OTT).

Technical office manager also works with the technical pilot on matters related to aircraft modifications, development of new SOPs and adoption of new systems on the aircraft. Minimum qualifications:

- Holding an appropriate bachelor degree.
- 3 years of experience in flight operations field.
- Aware of the requirements of ICAO, ECAA and other regulating authorities.
- Good Computer skills
- English language proficiency

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Operations Technical Office Manager Authorities and Responsibilities

- 1. Liaises the operations department with other departments and other suppliers of relevant operational information.
- 2. Control and monitor the revision status of all flight ops documents such as AFM (Aircraft Flight Manual), FCOM (Flight Crew Operating Procedure), QRH (Quick reference Handbook), FCTM (Flight Crew Training Manual) to ensure that all operational procedures are in accordance to each aircraft status
- **3.** Responsible for the technical operational issues related to the operations department.
- **4.** Works as the link between technical office team and other departments
- **5.** Manages/delegates/assign projects tasks to technical office team.
- **6.** Adopts new projects and assign test team from different departments in coordination with other managers.
- 7. Customize the Standard Operating Procedures (SOP) and the FCTM (Flight Crew Training Manual) in accordance with manufacturer recommendations and Nesma Airlines requirements
- **8.** Track and closely follow-up all aircraft deliveries, commitment letters and side agreements signed with the manufacturer of aircraft and engines that are related to the operation and performance of the aircraft
- **9.** Monitor and customize the technical content of flight operations documents in accordance with company's procedures and standards and with applicable regulations.
- **10.** Review technical office progress and submit reports to management.
- **11.** Take part in safety committee in issue regarding aircraft equipment specifications, fleet standardization and flight deck layout.

Deputized By: Most senior Operations Technical Office member

### 1.3.6.3 Operations Engineer

#### **Job Description**

**Operations Engineer:** He is responsible for enhancing safety and optimizing aircraft operations by providing relevant support to flight crew and flight operations personnel

Operations engineer reports to operations technical office manager and coordinates with chief pilot, OCC manager and flight safety manager as part of his performance engineering duties as elaborated in chapter 14 Performance Engineering, implements and maintains fuel management program and reduce fuel cost. He shall also manage weight and balance of aircraft as per WBM, review load and trim sheet in accordance with 8.1.8 Mass and Centre of Gravity and administer EFB.

### Minimum qualifications:

- Aeronautical or electrical engineer
- Shall have basic understanding of aircraft performance
- Initial aircraft Performance Course is an advantage.
- Performance Engineering Program (PEP): software for optimizing and monitoring all aspects of aircraft performance.
- Basic knowledge computer (office + internet)
- Good command in English language.

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#### **Duties and Responsibilities**

- Carrying out performance engineering calculations in accordance with chapter 14 Performance Engineering.
- Prepare and validate Take-off and Landing Performance data using Performance Engineer's Programs (PEP) or any other adequate tool.
- Liaises with the Director of Operations, Chief Pilot, Safety Manager & interfaces with the aircraft Manufacturers on all aircraft Performance issues.
- Ensures that safety and security standards are fulfilled within the operations engineering work.
- Evaluate new Service bulletin (SB) from manufacturer to determine the operational impact of each aircraft modification or new system.
- Perform Route Analysis and En-route Performance studies (incl. Aircraft Performance Monitoring; Drift down and Decompression).
- Provides an operational support to the flight dispatch in performance engineering issues.
- Study required fuel and possible payload.
- Monitor datalink and aircraft communications to make sure all communications (Ground and on board) are well established as per the company's standard.
- Participate in Datalink Systems and Projects and make sure that datalink is harmonized cross-fleets.
- Determination of MEL/CDL performance limitation applicability
- EFB performance and documentation administration
- Run the implementation of new solutions in coordination with Manager EFB systems.
- Validate the MEL and SOP changes related to EFB and ensure that it is in accordance to the regulatory recommendations
- Ensure that all operational procedures and processes are in place for any new or modified EFB system.
- Take part in safety committee in issue regarding aircraft performance

**Deputized by:** OCC Manager

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#### 1.3.6.4 Technical Pilot

#### **Job Description**

The Technical pilot is reporting to the Operations Technical Office Manager and he is responsible for the technical operational issues related to the operations department. Minimum Qualifications:

- Good knowledge of the requirements of ICAO, ECAR and the state and other applicable authorities.
- Active type-rated line pilot
- Good personality with excellent communication skills
- Very good computer skills.

### **Duties and Responsibilities:**

- 1. To monitor the configuration of the fleet and to establish differences between aircraft in terms of procedures, aircraft systems etc.
- **2.** To inform chief pilot and Training manager about any change in the procedures and especially when an OEB is applicable.
- **3.** To define aircraft operating procedures/flight standard in coordination with chief pilot and training manager.
- **4.** To work with the aircraft manufacturer for operational issues.
- **5.** To liaise closely with the flight operations engineering: Aircraft performance, routes and airport studies, specific operations.
- **6.** To coordinates with the maintenance all technical matters including the establishment and distribution of the MEL.
- **7.** To issues technical information to the pilots.
- **8.** Customize the Minimum Equipment List (MEL) in accordance with the manufacturer Master Minimum Equipment List (MMEL) and applicable national and international regulations.
- **9.** Prepare the MEL approval package for each MEL revision in order to seek approval from the authority before release.
- **10.** Track all Engineering Orders (EO) for his assigned fleet and analyze their operational impact on the documentation and flight crew procedures.
- **11.** Participate in Datalink Systems and Projects and make sure that datalink is harmonized cross-fleets.
- **12.** Monitor and customize the technical content of flight operations documents in accordance with company's procedures and standards and with applicable regulations.
- **13.** To liaise with maintenance/engineering and with flight operations engineering to ensure the correct setting of the OEB, the correct associated update of procedures in the QRH and FCOM and to follow the SB cancellation process.
- **14.** Replaces the crew management system administrator in his absence.
- 15. EFB revisions follow up and updates
- 16. Carries operational control over FCOM & QRH.
- 17. Responsible for the aircraft library as cited in 8.1.12 On board

**Deputized by:** a qualified pilot after the approval of the technical office manager.

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### 1.3.6.5 Senior Flight Dispatcher

### **Minimum Qualifications:**

- Bachelor degree
- Valid Flight Dispatch License
- 10-year experience in Flight Dispatch.
- Thorough knowledge of the regulations and standards related to safe operations (ECAA-IOSA ...etc...)

### **Duties and Responsibilities:**

- 1. Focal point between the technical office and OCC for all common issues.
- 2. In coordination with OCC manager Issue instructions and/or recommendation related to OCC and dispatch performance improvement and enhancement
- **3.** Work with OCC on all current and planned aviation technology, systems and automation used in OCC functions.
- **4.** Maintaining coordination and follow up with Flight Dispatch, technical office, flight crew and record department regarding sustainable fuel efficiency program
- **5.** Airbus Fly smart application administrator when needed/assigned by technical office manager.
- **6.** Work on NESMA CORSIA program
- 7. Liaise with OCC and Safety/Quality department regarding IOSA and other related requirements
- **8.** JEPPESEN Flite Deck application administrator
- **9.** Ensuring technical specifications and standard requirements for Navigation services outsourced by the company are meet and monitor data integrity and service levels of the contracted service providers this includes Flight planning System, Jeppesen and Navigation Database.
- 10. Work on OM-A updates and approvals in coordination with tech office manager.

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### 1.3.7 Operation Control Center Manager

### **Job Description**

The Operation Control Center Manager reports to the Director of Operations and has operational control over flights in order to promote safety, regularity and efficiency of operations:

#### **Minimum qualifications:**

- Operations Control Center Manager shall have an aircraft dispatcher experience for at least 5 years experiencing and performing the duties of flight dispatch, flight following and performance engineering background.
- He must be type rated on all company's A/C, and
- He should have performed the duties of flight dispatch and flight following on each aircraft type within the company routes.
- He should have gone through and positively passed all training categories needed for dispatchers and managers.
- He must demonstrate a managerial skills and good command of handling problems and irregularities.

#### **Authority and Responsibilities**

- 1. Manage, Supervise Nesma Airlines OCC on daily, tactical and strategic basis.
- 2. Management of safety risks & security threats
- 3. Administering staff duty rosters, leave and distribution/allocation of OCC staff duties.
- **4.** Updating / upgrading the various systems, work procedures and environment in the OCC.
- **5.** Has to ensure Compliance with of the Nesma Airlines & ECAA requirements, safety and security Standards related to OCC.
- **6.** Update, amend and revise the Operational Control and Dispatch Manual.
- 7. Establishing a system of flight dispatch/release, crew briefing and flight watch in compliance with ECAR part 121 subpart U ensure the flight dispatcher and consequently, the flight crewmembers are provided with and totally aware of all information related to the flight such as weather reports and forecasts, NOTAM, aircraft limitation, aeronautical information, flight planning ATC flight plan, flight documentation, maintenance release with reference to MEL/CDL. Fuel availability's and fuel requirements in order to initiate and conduct the flight schedule safely.
- **8.** Reviewing and updating training programs for flight dispatchers and Coordination with the training section for their training programs and courses in compliance with ECAA regulations, IOSA Standard Manual.
- **9.** Ensure the functioning of the Quality System within the section.
- **10.** Maintain job descriptions, qualification required, and availability of suitable qualified Flight Dispatch personnel and material to cover present and future needs.
- 11. Acquire the necessary third-party documentation to support Flight Dispatch and ensure proper functioning of the system.
- **12.** Liaise with other Nesma Airlines departments and/or sections in his area of responsibility.

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- 13. In times of severe disruption or diversions, and after consulting with concerned departments and assembling all possible information relating to the situation, formulating and carrying out plans of action to restore the operations to normal as quickly as possible, taking into account the level of inconvenience to the passengers, the financial cost to the company, crewing utilization and time limitation, engineering requirement and effect on the overall operations of the company.
- **14.** To ensure that the flights are planned on the least cost and maximum safety aspects and cancelling a flight if, in his opinion or the opinion of the pilot in command, the flight cannot operate or continue to operate safely as planned.
- **15.** To ensure uninterrupted and follow up of the continuity of subcontracted services Essential for safe Operations in the areas of his responsibility; such as (Jeppesen airway manual updates, PPS Flight Planning system, NOTAMS, weather briefings, ARINC communication system)
- 16. Prepare and control Dispatch quick reference Handbooks and dispatch training course material in compliance with ECAA regulations, IOSA Standard Manual and Aircraft Manufacturer.
- 17. supervise route selection and route analysis
- 18. Introduce and implement Fuel Conservation projects and awareness.
- **19.** Coordinate and work closely with management pilots to optimize operation and enhance performance;
- **20.** Carrying out any tasks as assigned by the Director Flight Operations.
- 21. Administer Jeppesen FD suite as part of his EFB administration role
- 22. Administer PPS Crew briefing application as part of his EFB administration role.
- 23. Update flight-planning system with DOW/DOI when applicable.

**Deputized by:** Senior Dispatcher with approval of the director of operations.

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### 1.3.8 Crew Management System Administrator

### **Job Description:**

Crew Management System Administrator reports to the Director of Operations and is responsible of the proper management and administration of the crew management system and the legal use of all its module to comply with all safety and security standards.

#### Minimum Qualification:

- Complete University Education.
- Good command in English.
- Good Computer Skills.
- Good managerial and administrative skills.
- Aviation Experience not less than 10 years.
- Enough knowledge local & international regulations and requirements.
- Flexible and adaptable to work and acceptance of changes
- Able to communicate effectively in a positive manner at all levels.
- Nominated officially by the Director of Operations

#### **Duties and Responsibilities:**

- Proper management and administration of the Crew Management System and the legal use of its entire module.
- Administer the Responsible for establishing and implementing Crew Management System Manual.
- Responsible to coordinate with each concerned department to implement the Crew Management System.
- Provide comprehensive training and support for each employee use the System and to provide of feedback and advice.
- Create all the Admin user account and assign the roles definition according to the job description of the user.
- Responsible to maintain and update all data base of the system after chief pilot approval
- Responsible for establishing and implementing the Crew Management System Manual and distributing including the necessary amendments/revisions.
- Special projects as assigned by the Chief Pilot.
- Accomplish such other duties as may be assigned by the Company

Deputized by: Technical Pilot

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### 1.3.9 In-Flight Services Manager

### Job description

The In-Flight Services Manager reports to the Director of Operations and is responsible for the safety and security management of the cabin operations and the daily operation of the In-Flight Services Department.

#### **Minimum Qualification:**

- Holding bachelor degree
- Good command in English.
- Good managerial skills.
- Flying experience not less than 10 years including 2 years as a cabin crew instructor.
- Flexible and adaptable to work and acceptance of changes
- Able to communicate effectively in a positive manner at all levels.
- She/he has enough knowledge about the requirements of ICAO, ECAR and the state and other applicable authorities.
- Nominated officially by the company and acceptable to the Authority.

### **Authorities and Responsibilities:**

- The In-Flight Services Manager is responsible for:
- the management and supervision of all cabin operations
- Ensuring cabin operations are conducted in accordance with applicable regulations, safety and security requirements of cabin operations and standards of the Nesma airlines
- Liaison with the regulatory authorities Egyptian Civil Aviation Authority (ECAA) through the Director of Operations.
- Ensuring that all accidents, incidents and/or occurrences are reported to the safety office and that the recommended corrective actions are carried out.
- Responsible for the Ground / Line training, recruitment, and administrative functions of Cabin services.
- Ensuring the Cabin Crew establishment meets the needs of the company.
- To determine cost effective cabin services procedures.
- Directing the appointment, promotion and termination of staff.
- Ensuring in-flight sales maximize revenue and contribution (if applicable).
- Ensuring that cabin staff productivity levels and standards are maintained to the highest possible cost-effective levels.
- Preparation of departmental budget and operating within its constraints.
- Maintaining a high degree of cabin staff morale and welfare.
- Monitoring standards of services provided by other departments which are also the concern of the Cabin Services Department (i.e. aircraft cleanliness, catering, sales, etc.)
- Liaison with other Department Heads regarding cabin service issues.
- Monitoring the standards set by and services offered by other airlines, particularly competitor airlines.
- Undertaking the planning and preparing for the future, including management development and department organization.
- Seeking cost effective improvements.
- Advise on requirements and recommendations concerning galley and cabin layouts and equipment.
- Ensuring good industrial relations are maintained.
- Support physical infrastructure and work environment such as company uniforms, transportation, hotels, training center and classrooms.

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- Liaison with the original equipment manufacturers through the Director of Operations.
- Liaison with the relevant external entities through the Director of Operations.

**Deputized By**: The Deputy In-Flight Services Manager is delegated from the In-Flight Services Manager to do all his/her authorities and responsibilities in case of his/her absence.

#### 1.3.10 Records Control & Statistics Officer

### **Job Description**

The records control manager reports to the direct supervision of the Director of Operations and he is responsible for the records of the operations department.

### **Minimum Qualifications**

- Carry a certificate includes administrative ability.
- Accepted by safety and quality department.
- Has an ability of filing and administration discipline.

### **Duties and Responsibilities**

- 1. Ensure that all records are accurate and within the Operations Manual Scheme and report any anomalies
- **2.** Maintain records for all flights and cabin crewmembers (flight time, flight duty period and rest periods) in accordance with <u>2.1.5.5</u>. Record Storage Period.
- **3.** Update, set up and implement a record system for the flight release documentation in compliance with ECAR part 121 subpart V (121.695)
- 4. Maintain the necessary Flight Operations and OCC records
- **5.** Analyse flight documents to ensure the completeness of flights and the compliance of flight documents with regulations and company policies.
- **6.** Perform analysis of operational flight data and prepare reports to the management
- 7. Prepare pilots' hours report
- **8.** Prepare the flying hours of the aircraft and the average operating hours for each aircraft per month and year.
- **9.** Collect statistical data of Nesma Airlines' operations (number of passenger, fuel uplifted, etc.)
- **10.** Prepare/Send monthly report to the ministry of civil aviation as required containing all performed flights and crew monthly hours.
- 11. Issue delay report every month.
- **12.** Coordinate with each department with regard to the hours of operation, pilots' hours, etc.
- 13. Coordinate with the stations department in case of loss or delay of flight documents.
- **14.** Retain the return flight documentation as per operations manual.
- **15.** Monitor crew per diem sheets and generate monthly reports of each for cockpit crew **Deputized by:** Flight Dispatcher.

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#### 1.3.11 Flight Dispatcher instructor

### **Job Descriptions**

The flight dispatcher instructor shall be qualified as per ECAR 65.157

### **Duties and Responsibilities**

- 1. Ensures high levels of performance and efficiency within the flight dispatch training course:
- 2. He performs the training agenda for initial, transition and recurrent training or any other flight dispatcher course in compliance with the international and local regulation requirement and company policies;
- **3.** He performs the flight dispatcher competency check.
- **4.** He evaluates and update the training course material;
- **5.** He shall notify the OCC Manager with the attendance or absence of Flight Dispatchers during training courses and evaluation;
- **6.** Dispatcher instructor will conduct the checking for flight dispatchers, in turn report the result of the checking and his comments to the OCC Manager, if some areas of emphasis need to be reviewed and covered in immediate training or his next due;
- 7. He has to comply strictly with the instructions and duties indicated in the OM;
- **8.** He has to carry out any other similar tasks that may be assigned to him.

### 1.3.12 Flight Dispatchers

Reporting to the operations control center manager.

**Duties and Responsibilities** 

Refer to OCDM

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### 1.3.13 Crew Scheduling Office

#### 1.3.13.1 Crew Scheduling Manager

Reporting to Chief pilot, the crew scheduling manager schedules flight crews in accordance with Egyptian Civil Aviation Regulations and company standards.

### **Minimum Qualification**

- High School diploma or equivalent
- Prior Crew scheduling and/or airport airline operations experience strongly preferred
- Basic PC skill competency required
- Strong communication skills
- Strong organizational skills and ability to prioritize multiple tasks
- Working knowledge of Microsoft Office
- Good command of Hitit crew management system
  - 1. Assign crewmembers on flights using the Crew Management System (CMS) as outlined in Chapter 4 Crew Management and according to the processes elaborated in the Crew Management System Manual (CMSM)
  - 2. Assign tasks as listed in the CMSM table 2.3
  - 3. Assign crewmembers in a way to mitigate safety risks and security threats
  - **4.** Ensure ECAA regulations and requirements, company policies and procedures are compiled with during planning and production of crew rosters.
  - **5.** Document all procedures and ensure department policy and procedures manuals and checklist are accurate and complete
  - **6.** Conduct detailed analysis of various roster "what if" scenario, which may include, but not limited to productivity, roster quality and stability, legality, manpower, etc.
  - 7. Analyze information and statistics to provide advice on roster impact and provide recommendation to improve roster quality to Manager Crew Planning & Rostering.
  - **8.** Liaises with the Operations Training coordinator for all flight crew checks and training events.
  - **9.** Monitor and report on crew bid satisfaction and other roster-related statistics to Senior Management which serves and important aid in enhancing system or quality rosters.
  - **10.** Ensure daily assignment of crewmembers is checked against legal requirements, special requirements, crew sickness, pairing and company standards
  - **11.** Coordinate with OCC to ensure optimum utilization of crews during maintenance and/or weather irregularities
  - **12.** Maintain daily crew assignments, legality checks, and resolution of any pending legality problems.
  - **13.** Allocating tasks to team to ensure the job responsibility of timely publication of roster is met.
  - **14.** Maintain surveillance of each scheduled trip and reassign crews according to their qualifications, applicable contractual restrictions, governmental requirements, and most economical reschedules.
  - **15.** Record pilot flight time information on the monthly flight time record and check for compliance and limitations.
  - **16.** Monitor crew flight and duty times and generate monthly reports of each.
  - **17.** Ensure that all flight crewmembers are operated in compliance with Chapter 7 Flight Time Limitations and ECAR 121.502
  - **18.** Special projects as assigned by the Manager of Crew scheduling & Resources.

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- 19. Accomplish such other duties as may be assigned by the Company
- **20.** Ensure safety and security standards are followed throughout the scheduling process.
- **21.** Ensures proper crew notification of flights.

**Deputized by:** Flight Crew Scheduling Coordinator

### 1.3.13.2 Flight/Cabin Crew Scheduling Coordinator

### Job Description

Reporting to Flight Crew Scheduling Manager, Schedule flight crews in accordance with Egyptian Civil Aviation Regulations and company standards.

#### Minimum Qualification

- High School diploma or equivalent
- Prior Crew scheduling and/or airport airline operations experience strongly preferred
- Basic PC skill competency required
- Strong communication skills
- Strong organizational skills and ability to prioritize multiple tasks
- Working knowledge of Microsoft Office
- Good command of Hitit crew management system (ref. Chapter 4 Crew Management) Duties and Responsibilities include, but are not limited:
  - 1. Optimizes crew utilization and ensures that the crew composition of all flights is in accordance with the Operations Manual.
  - 2. Liaises with the Operations Training coordinator for all flight crew checks and training events.
  - **3.** Assign tasks as listed in the CMSM table 2.3
  - **4.** Coordinate with OCC to ensure optimum utilization of crews during maintenance and/or weather irregularities
  - **5.** Create various roster scenarios in order to determine "best" solution within the given parameters for the current and future roster planning period
  - **6.** Capture all issues noticed during roster production and take corrective actions to ensure it does not recur in future.
  - **7.** Conduct periodical checks of rules and parameters within CCR and other relevant systems and get the system error rectified.
  - **8.** Maintain daily crew assignments, legality checks, and resolution of any pending legality problems.
  - **9.** Maintain surveillance of each scheduled trip and reassign crews according to their qualifications, applicable contractual restrictions, governmental requirements, and most economical reschedules.
  - **10.** Record pilot flight time information on the monthly flight time record and check for compliance and limitations.
  - 11. Monitor crew flight and duty times and generate monthly reports of each.
  - **12.** Ensure that all flight crewmembers are operated in compliance with <u>Chapter 7 Flight</u> Time <u>Limitations</u> and ECAR 121.502
  - **13.** Maintain good, impartial relationship with all crewmembers.
  - **14.** Special projects as assigned by the Manager of crew scheduling manager.
  - 15. Accomplish such other duties as may be assigned by the Company

Deputized by: flight and cabin crew scheduling coordinators replace each other

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### 1.3.13.3 Crew Coordinator

### **Job Description**

Reports to crew scheduling manager. The crew coordinator schedules crewmember logistics in out base operations, manages hotel reservations and other duties.

### **Minimum Qualification**

- High School diploma or equivalent
- Prior Crew scheduling and/or airport airline operations experience strongly preferred
- Basic PC skill competency required
- Strong communication skills
- Strong organizational skills and ability to prioritize multiple tasks
- Working knowledge of Microsoft Office
- Good command of Hitit crew management system (ref. Chapter 4 Crew Management)

### Duties and Responsibilities include, but are not limited:

- 1. Coordinate and monitor crew hotel accommodation, transportation and flight reservations
- 2. Monitor & follow up for crew accommodations and transportation in case of irregular operations.
- **3.** Monitor all flight crewmembers on-duty and away from base. Provide scheduling-related support to those crewmembers as needed
- 4. Monitor cockpit crew night stop sheets and generate monthly reports of each
- **5.** Issue weekly reports, and any other reports requested by management.
- **6.** Special projects as assigned by the Manager of Crew scheduling & Resources.
- 7. Accomplish such other duties as may be assigned by the Company

#### 1.3.14 Quality Assurance Manager

For job description, authorities, duties and responsibilities refer to Corporate Manual, items 1.2.5.

#### 1.3.15 Flight Safety Manager

For job description, authorities, duties and responsibilities refer to Corporate Manual, items 1.2.5.

#### 1.3.16 Security Manager

For job description, authorities, duties and responsibilities refer to Security Program, item 3.2.2.

#### 1.3.17 Ground Handling Manager

For minimum qualifications, job description, duties and responsibilities refer to OM-A, Vol. 3 Item 1.8.1.

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### 1.4. Authority, Duties and Responsibilities of the Pilot in Command

The Pilot in command exercises the final authority in relation to the operation of the aircraft. He is responsible for its safety as well as that of the passengers, crew and cargo as long as he retains command. Therefore, he must take all measures required for safety and security, whether on the ground, in flight, during take-off, landing or taxiing.

The Pilot in command is responsible for:

- i. The safety and security of the aircraft and all crewmembers, passengers and/or cargo onboard the aircraft when the doors are closed.
- ii. The operation and safety of the aircraft from the moment the aircraft is ready to move for taking off until the moment it finally comes to rest at the end of the flight and the engine(s) are shut down.
- iii. Ensuring use and compliance with all operational procedures and checklists -prior to, during and after all phases of flight, and in abnormal and emergency situations- as given in and required by the Operations Manual. In an emergency situation requiring immediate and decisive action, he may take any measures he considers necessary under the circumstances. In such cases, and only in order to ensure the safety of the aircraft and its occupants and cargo, he may deviate from rules, operational procedures and methods.
- iv. Delegating tasks to his crew and to other suitable personnel.
- v. Coordinating, supervising and checking the tasks of his crew.
- vi. Encouraging teamwork and ensures that his crewmembers receive all information essential for the performance of their tasks.
- **vii.** Not allowing any crewmember to perform any activity during take-off, initial climb, final approach and landing except those duties required for the safe operation of the aircraft.
- **viii.** Ensuring that, during a particular flight, the entire crew adheres to duty and rest time limitations as outlined in Chapter 7 Flight Time Limitations.

All persons on board the aircraft must obey all lawful directions given by the Pilot in command to ensure their safety.

### The Pilot in command has the authority to:

- i. Impose any measures he deems appropriate, including restraint, upon any person who, in his opinion, has committed or is about to commit an offence against penal law. This authority extends also to acts committed by any person which the Pilot in command feels will jeopardize the safety of the aircraft, its occupants or cargo. Furthermore, any such action may be undertaken in order to enable the Pilot in command to deliver such a person to the Authority.
- **ii.** Disembark any person or any part of the cargo, which in his opinion, may represent a potential hazard to the safety of the aircraft or its occupants.
- **iii.** Reject the boarding of any person who appears to be under the influence of alcohol or drugs. Inadmissible passengers, deportees or persons in custody whose carriage may pose a risk to the safety of the aircraft or its occupants
- **iv.** Sets priorities. His decisions must give absolute priority to safety, and have due regard for economy, passenger comfort and adherence to schedule.

He coordinates the performance of flight deck related tasks and duties and decides on who acts as Pilot flying. In order to promote the aeronautical experience and knowledge of his Copilot, the Pilot in command shall give him the opportunity to plan and conduct the flight, or portions thereof, under his supervision.

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If a F/O is permitted to conduct a take-off and/or landing and other adverse weather or abnormal operational conditions are encountered e.g. turbulence, equipment un-serviceability etc., the Pilot in command should carefully consider whether or not to permit the F/O to continue as the Pilot Flying.

At no time does permitting a F/O to conduct a take-off and/or landing detract from the overall responsibility of the Pilot in command for the safe conduct of the flight.

Any en route amendments to the OFP due to unforeseen condition that may effect on flight such as diversion or reroute effect on original schedule,

PIC to inform dispatcher on duty using AFIRS audio and to record this changes in the OFP.

### 1.4.1 Leadership

The pilot in command should:

- Lead by example;
- Motivate the Crew;
- Develop the skills of the Flight Crew;
- Demonstrate and support team working;
- Engender a good working atmosphere;
- Monitor Flight Crew performance and give constructive advice to the crewmembers;
- Involve Flight Crew in the operation and decision-making process;
- Ensure appropriate decisions are made and implemented;
- Create a climate for open communication and listen effectively;
- Co-ordinate inter-related activities concerning the flight;
- Establish good working relationships with all staff related to the flight;
- Demonstrate an understanding for the work of other staff members involved in the flight;
- Encourage Cabin crew and Ground staff optimum performance and feedback observations;
- Clearly communicates intentions and required standards.

#### 1.4.2 Customer Service/Public Relations

The Pilot in command should:

- Project the image of the airline by personal example;
- Engender confidence in the airline's reliability and security by his leadership;
- Communicate with passengers as appropriate;
- Endeavour to ensure aircraft departure is punctual;
- Retain a sense of responsibility for passengers when off the aircraft;
- Establish good working relationships with Ground Staff and Cabin Crew to produce consistent service of high quality.

#### 1.4.3 Commercial Awareness

The Pilot in command should:

- Have sufficient understanding of the rationale behind Marketing decisions to effectively encourage customers to fly Nesma Airlines;
- Exercise good judgment when making decisions taking into account the cost and commercial implications and alert the company to more effective ways of operating;
- Alert the company to any commercial opportunity he encounters and be provided with feedback on the decision reached.

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### 1.4.4 Prior to Flight

Preflight information, Integrated Aeronautical information and applicable maps and charts shall be available all the time in the OCC and for flight crew at any aerodrome authorized for Nesma Airlines to use.

The Pilot in command shall strictly observe and meet the requirements of Chapter 5 in general and the provisions concerning route and aerodrome competence qualification in particular.

He shall obtain and check all available aeronautical and meteorological information pertinent to his next flight including NOTAMs, SNOWTAMs, runway and conditions, temperature/pressure reports, and upper wind and aerodrome meteorological forecasts.

- This information will enable the Pilot in command; to judge if the weather and the visibility/RVR at the aerodrome and the condition of the runway intended to be used will allow for a safe take-off and departure
- to cross-check or select destination alternate and take-off alternate aerodromes prior to flight, with due regard to the prescribed planning minima;
- to cross-check the operational flight plan, to calculate the planned/usable amount of fuel and oil being based on the expected operating conditions and sufficing for a safe completion of Flight, otherwise the flight shall not be commenced (whenever the flight plan is being calculated by third parties, it is his responsibility to ensure that these requirements are met); and
- If not already performed by ground personnel, to submit to the appropriate ATS unit a flight plan or sufficient information for the initiation of Search and Rescue (SAR) action should the flight become overdue.
- Partially share operational control responsibility with the flight dispatcher, and PIC has the final authority for final decision.

He conducts a crew briefing including Cabin Crew, relating to information and particulars pertinent to the individual flight, thus enhancing CRM techniques and Teamwork. This will include the Following:

- Trip time, Cruising Altitude, Weather En-route with possible Turbulence encounters,
- Weather at destination with expected Temperature and any defective items that affect cabin and passengers.
- Will also provide an agreed signal when he deems necessary for the cabin crew to discontinue service and have their seats due to the risk caused by heavy turbulence (PA
- Cabin Crew Take Your Seats is recommended).

He ensures that the prescribed pre-flight checks and inspections have been or are being carried out, and decides whether to accept or not to accept the aircraft with unserviceable items allowed by the CDL or MEL.

When preparing the flight, he shall, by examining the available documents and maintenance releases of authorized personnel, determine and certify by signing the appropriate documents that:

- The aircraft is airworthy;
- Ensuring for each flight, a description of known or suspected defects that affect the operation of the aircraft is recorded in ATL;
- Precluding a flight from departing until any defect affecting airworthiness is processed in accordance with the MEL/CDL;
- The aircraft configuration is in accordance with the CDL;
- The instruments and equipment required for the flight to be conducted, are available;
- The instrument and equipment are in operable condition except as provided in the MEL;

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- Those parts of the Operations Manual which are required for the conduct of the flight are available;
- The documents, additional information and forms required to be available are on board;
- Current maps, charts and associated documents or equivalent data are available to cover the intended operation of the aircraft including any diversion which may reasonably be expected:
- Ground facilities and services required for the planned flight are available and adequate and where no qualified personnel are available supervise that correct type and quantity of fuel is loaded appropriately;
- The provisions specified in the operations manual in respect of fuel, oil and oxygen requirements, minimum safe altitudes, aerodrome operating minima and availability of alternate aerodromes, where required, are compiled with for the planned flight;
- the load and fuel is properly distributed and the load safely secured;
- The mass of the aircraft, at the commencement of taxiing and take-off roll, will be such that the flight can be conducted in compliance with the FCOM; and
- Any operational limitation in addition to those covered above can be complied with.
- Ensure that FMGS data base is valid.
- Ensure that EGWS data base is valid.

### 1.4.5. Flight Crew Takeoff Briefing

Before every take-off, the Pilot in command must ensure that the Co-Pilot is familiar with the standard take-off briefing for the aircraft concerned. A monologue style brief should be avoided and all crewmembers should participate in the briefing.

Briefing should be conducted as per the specific S.O.P (Refer to <u>8.11 Standard Operating Procedures</u>)

Because of their importance, procedures involving the Engine Failure, EOSID, Fire and RTO shall be included in take-off briefing. It is accepted that when the same crew are on a multi-sector duty, the Engine Failure, Fire and RTO procedures need not be re-briefed apart from EOSID before every take-off. Pilot in commands shall, however, ensure that such a briefing is given on a regular basis. When time permits other checklists, particularly those involving memory items, should be regularly discussed and rehearsed.

Prior to taxiing, he must ensure that:

- the ramp is clear;
- the aircraft's external surfaces are clear of any deposit which might adversely affect its performance and/or controllability;
- that the passenger cabin and galley(s) are secured, all equipment and baggage is properly stowed, that all exit and escape paths are unobstructed, and that relevant emergency equipment remains easily accessible for immediate use and that each assisting means for emergency evacuation that deploys automatically is armed;
- That each passenger occupies a seat or berth with his safety belt/harness properly secured and that passengers have been appropriately briefed prior to take-off, he must ensure that all crewmembers occupy their stations as prescribed and the report "CABIN SECURE" is received.

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### 1.4.6. In-Flight

In flight, the Pilot in command continues to co-ordinate the tasks/work of his Flight Deck team so as to obtain a maximum of good airmanship for the conduct of the flight. He ensures:

- Observation of all noise abatement regulations as long as they are not detrimental to safety;
- precise navigation, observation of minimum altitudes;
- use of all available Air Traffic Services;
- observation of limitations, proper use and proper handling of the aircraft's systems, including strict use of checklists; not to operate an aircraft in a careless or reckless manner so as to endanger life or property;
- Ensuring the aircraft is operated in accordance with any applicable MEL/CDL Operational Procedure;
- observation and evaluation of the development of the meteorological situation, specifically forecasts for the route to be flown, for En-route alternates and for the destination aerodrome and its alternate(s);
- that the amount of usable fuel remaining suffices to proceed to an aerodrome where a safe landing can be made, according to Section 8.3.7;
- that the applicable provisions for preplanning the flight are met;
- timely corrective action(s), whenever system malfunctions or other variables impair the aircraft's operation;
- that, in case of such impairment, his crew and relevant ground personnel are kept informed about the situation and his decisions;
- that the Flight Data Recorder is not disabled, switched off or erased intentionally, in the event of an accident or an incident;
- that the Flight Deck Voice Recorder is not disabled or switched off unless he believes that the recorded data (which otherwise would be erased) should be preserved for investigation purposes;
- that data on a Flight Deck Voice Recorders is not manually erased in the event of an accident or incident;
- that, by keeping close contact with his cabin crew, a polite and efficient passenger service is being provided;
- that all requirements concerning cabin safety are being observed and, in particular, not only prior to taxiing but are also fulfilled prior to landing;
- that, when leaving cruising level for descent, a check is carried out to ensure that the landing distance requirements can be met, taking into account runway condition and aircraft configuration, and the MSA has been identified, and that, prior to landing, all crewmembers occupy their stations, and that the cabin crew reports "CABIN SECURE".
- That, on augmented crew operations, the rest periods is arranged such that he reoccupies his seat no later than 15 minutes before Top of Descent.
- Notify the appropriate local authority without delay in the event of any emergency situation that necessitated action in violation of local regulations and/or procedures
- Submit, if required by the state of occurrence, a report to the appropriate local authority and also to the authority of the state of the operator.

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### 1.4.7. After Flight

The Pilot in command ensures that the Flight and Aircraft Technical Reports are completed. He prohibits erasure of data recorded on a Flight Data Recorder and a Flight Deck Voice Recorder in the event of an accident or incident having occurred which may be subject to mandatory reporting.

He hands over the aircraft to the next crew or to the maintenance personnel or parks, locks and secures the aircraft properly.

At aerodromes without handling personnel under contract to the company (e.g., after a diversionary landing) it is the Pilot in command's responsibility to ensure that all passengers, the aircraft's load (e.g., live animals) and the aircraft are well taken care of. He must also ensure the security of the aircraft.

He files written occurrence and incident reports as prescribed; communicating also by telephone or facsimile if necessitated, by the urgency of the matter. He directs the attention of appropriate personnel to technical and operational particulars and problems encountered.

All ASR's must be completed and transmitted to Operations by the most expeditious means. If the ASR involves a technical defect, a comprehensive description of the defect must be placed in the Aircraft Technical Log and the fact that an ASR has been completed must be annotated. When any event or occurrence affecting the punctuality, or conduct of the flight is encountered, the Pilot in command shall report the event / occurrence in the Pilot Voyage Report.

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### 1.5 Duties and Responsibilities of Crewmembers other than the Pilot in Command

#### **1.5.1** General

The proper execution of any flight operations plan demands constant vigilance, crosschecking and sharing of information.

If a crewmember becomes aware of anything significant with which he disagrees or that causes him concern; he must bring it to the attention of the pilot in command. This does not imply that there is more than one pilot in command or it is license for argument or discourtesy. This requirement is to ensure that the Pilot in command is aware of the factors and judgments that could affect his decisions.

Each crewmember must take all reasonable steps to:

- (a) Operate company aircraft safely, economically and punctually in accordance with the Operations Manual.
- **(b)** Maintain familiarity with relevant air legislation, provisions of the Operations Manual and agreed aviation practices and procedures necessary to fulfill his function.
- (c) Support the pilot in command in the maintenance of a proper standard of professional expertise, crew discipline, conduct and personal appearance.

#### A crewmember shall:

- Report to the Pilot in command any fault, failure, malfunction or defect which he
  believes may affect the airworthiness or safe operation of the aero plane including
  emergency systems.
- Report to the Pilot in command any incident that has endangered, or could have endangered the safety of operation.
- Make use of the operator's occurrence reporting schemes described in chapter 11
  (Accident prevention and flight safety program) and (Handling of accidents and
  occurrences). In all such cases, a copy of the report(s) shall be communicated to the
  Pilot in command concerned.

However, nothing mentioned above shall oblige a crewmember to report an occurrence which has already been reported by another crewmember.

#### 1.5.2 First Officer

The First Officer is responsible to the Pilot in command to assist in the safe and efficient conduct of the flight. In the event of the incapacitation of the Pilot in command, the First Officer will assume command.

It is the specific responsibility of the First Officer:

- (a) To prepare the Operational Flight Plan and, when necessary, file the Air Traffic Services Flight Plan with the appropriate Authority. If stored plans are used then he should ensure that the correct plan has been activated.
- (b) To carry out such duties concerning the flight, in accordance with the Standard Operating Procedures, including procedures, limitations and performance relating to the specific aircraft type, as are allocated to him by the Pilot in command.
- (c) To confirm the safe navigation of the aircraft, maintaining a continuous and independent check upon both the geographical position of the aircraft and its safe terrain clearance.
- (d) To safely and properly conduct the flight in compliance with the current flight plan and the pilot in command's instructions when the pilot in command is not at the controls. Any change to the current flight plan has to be notified to the pilot in command.

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- (e) To volunteer such advice, information and assistance to the pilot in command, as may contribute favorable towards the safe and efficient conduct of the flight. Notwithstanding the overriding authority of the Pilot in command, the First Officer should not hesitate to suggest a better course of action if he is convinced that a decision of the Pilot in command merits discussion.
- (f) To seek and receive such information and/or explanation from the Pilot in command, as may be necessary to enable the First Officer to fulfill his function;

#### 1.5.3. Cabin Crew

Cabin crew is required to be present on public transport flights to perform duties in the interest of the safety of passengers. They must be well informed about safety and policy of the Company.

The primary purpose of the cabin crewmembers is to ensure passengers safety.

They must inform passengers on emergency and safety procedures during all phases of the flight and manage procedures following an emergency in accordance with the Operations Manual and Pilot in command instructions.

Each cabin crewmember shall:

- Be well prepared and fit for the flight.
- Ensure the respect of "Fasten seat belt" and "No smoking" signs.
- Ensure the comfort and safety of the passengers.
- Ensure the passengers safely escape in an emergency evacuation.

A CDC/PUR (Purser) must be nominated for the flight.

The Purser shall:

- Have the overall responsibility to the aircraft pilot in command for the conduct, coordination and performance of the cabin operations and safety duties.
- Verify that all cabin crewmembers are fit for the flight and that they have their documents for flight duty.
- Co-ordinate and organize the functions and tasks of all cabin crewmembers (cabin crew briefing, delegate positions and working areas, in-flight service duties):
  - (a) Checking of emergency equipment, pre-flight safety briefing and reporting matters concerning safety (irregularities and malfunctions) to the Pilot in command.
  - **(b)** Debriefing with cabin crewmembers when required.
  - (c) Ensuring efficient communication with all flight crewmembers, cabin crewmembers and ground staff.
  - (d) Visiting/contacting the flight deck on regular intervals.

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## 1.5.3.1. Cabin Crew – Duties and Responsibilities

Cabin Crew on aircraft fulfills **three** important functions:

- 1. They ensure, under the overall authority and responsibility of the Pilot in command, cabin safety i.e. the safety of the passengers and the security of cabin load and galleys;
- 2. Form the link between the passengers and the flight crew;
- **3.** Provide an optimum of comfort and service for the company's customers, namely the passengers, and by their courtesy, efficiency, thoughtfulness and ready assistance directly shape the company's image.

Whenever more than one cabin crewmember is assigned, in flight supervisor must be nominated to:

- 1. Direct, co-ordinate and organize the functions and tasks of the cabin crew;
- 2. Be responsible to the Pilot in command for the conduct and coordination of cabin safety and emergency procedures specified in the Operations Manual, and for their observance by the cabin crew and by all passengers; and
- **3.** Inform the flight crew of all irregularities and malfunctions and, at the prescribed times, report cabin secure or cabin not secure.

Cabin crew and the PURSER must meet the qualification and recently requirements outlined by inflight Services Section.

Prior to flight, all Cabin Crew must participate in the Pilot in command's crew briefing, receiving information and particulars pertinent to the individual flight. Whenever due to unforeseen circumstances the Company-designated PURSER is incapacitated the Pilot in command will nominate the cabin crewmember holding the highest seniority to the duties and responsibilities of PURSER, if no alternate has been already assigned by In-flight Services. In such a case, a full review of all relevant safety/emergency provisions shall be held during the crew briefing.

**Before boarding** their aircraft, Cabin Crew shall carry out a cabin security check and verify the emergency equipment, other equipment and the catering equipment and immediately report deficiencies to the PURSER for further action.

For boarding of passengers, they shall take up their prescribed positions.

Before Takeoff, the purser shall notify the Pilot in Command cabin ready for takeoff after secured the cabin.

In flight, they conduct the prescribed passenger services apart from fulfilling the safety relevant

In the event of an emergency the PURSER will immediately contact the flight crew for instructions. Before landing, The Purser shall notify the Pilot in Command cabin ready for landing after secured the cabin.

At **transit stations**, the Cabin Crew ensure proper cleaning of the aircraft's cabin and ensure recatering for the next flight and cabin security.

Ref. to CCM 1.1.2

### 1.5.4 Chain of Command

The Pilot-in-Command is in charge of the aircraft at all times and is responsible for the safety of the passengers, Cabin Crew, cargo and the aircraft. He has full responsibility and authority over operation of the aircraft and the conduct of all Crew members under his command as "the first in command" during normal, abnormal, and emergency situations.

The Cabin Crew shall follow strictly the following operational Chain of Command prioritized as follows:

- PIC (Pilot-in-Command).
- First Officer (Second in Command).
- Purser.
- Other Cabin Crew in order of seniority according to flying experience.

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### 1.6 Management Control

#### 1.6.1 Provision of Resources

### Ref: Corp. Manual chapter 1.

Nesma Airlines ensures the existence of a physical infrastructure and work environment that satisfies management system and operational requirements.

The management system identifies, provides and maintains the infrastructure necessary to produce safe and secure operations, to include operations and maintenance support facilities (when applicable), services and equipment appropriate for the area, such as:

- Buildings, workspaces and associated utilities;
- Facilities for people in the organization;
- Support equipment, including tools, hardware and software;
- Support services, including transportation and communication.

Likewise, the management system ensures a work environment that has a positive influence on motivation, satisfaction and performance of personnel in order to maximize safe and secure operations. A suitable work environment satisfies human and physical factors and considers:

- Safety rules and guidance, including the use of protective equipment;
- Workplace location(s);
- Workplace temperature, humidity, light, air flow; (When required)
- Cleanliness, noise or pollution

<u>I-Main Office (HQ)</u>: well-furnished office located at

5, El Madina Street, El Nozha El Gedida, Cairo, Egypt

Phone: +202 2621 7591/2/3/4
Fax: +202 2624 6919

E-mail: <u>Info@nesmaairlines.com</u>

**Includes:** Chairman office, Chef Executive Officer CEO (accountable executive), operations department, technical department, safety and quality department, security department, ground handling department, financial department, commercial department, administration department, it department and operations & technical libraries

- i. Maintenance base: At Cairo, international airport.
- ii. Operations Control Center: (OCC)
  - Well-furnished office located at Cairo International Airport and equipped with all required facilities
- iii. Support equipment, including tools, hardware and software:
  - The main office is a modern building equipped with adequate lighting, air condition, and main office runs by an advanced computerized system in most of the company activities such as reservation, operations, accounts, personnel, recording, engineering, planning & training. The main office is furnished with an excellent communication system, which is capable to contact any point in the world at any time and under any circumstances
- iv. Support services, including transportation and communication:

  Nesma Airlines has crew transportation means by its owned cars in Cairo and rented cars through contracts in other stations outside Cairo.
- v. Nesma Airlines has established several communication means such as the internal communication network, mobile phones, telephone lines, Faxes, ARINC/SITA, AFIRS audio communications, reports, letters, internet and web site <a href="www.nesmaairlines.com">www.nesmaairlines.com</a>

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Nesma Airlines always tries to use any means of communication that may vary according to the size and scope of business. However, to be effective, any methods that are uncomplicated, easy to use and facilitate the reporting of operational deficiencies, hazards or concerns by operational personnel can be used. Also, refer to 1.6.2.3 Management and Control of Electronic Communication Tools.

## 1.6.2 Communication Systems

## Ref: Corp. Manual Chapter 1.

- a) Nesma Airlines has communication system that enables and ensures an exchange of operationally relevant information throughout the management system and areas where operations and maintenance activities are conducted.
- **b)** This effective communication system ensures an exchange of relevant operational information throughout all areas of the organization, to include senior managers, operational managers and front line personnel. To be completely effective, the communication system also includes external organizations that conduct outsourced operational functions.
- c) Methods of communication are as uncomplicated and easy to use as is possible, and facilitate the reporting of operational deficiencies, hazards or concerns by operational personnel.
- **d)** Communications methods include but are not limited to:
  - Telephone lines, Faxes, SATCOM communications, reports, letters, internet, web site (www.nesmaairlines.com), circulars, memos and official company email service. This is in addition to meetings and interviews.
  - FlyCo content distribution as illustrated and controlled in OM-D chapter 6.
  - Intranet. Refer to 1.6.2.4 Nesma Airlines Intranet.
  - As part of Nesma Airlines expansion, other electronic communication tools can be used as long as they are managed and controlled as elaborated in <u>1.6.2.3</u> <u>Management and Control of Electronic Communication Tools.</u>
- e) Communication with external organizations that conduct outsourced operational functions to Nesma Airlines always will be conducted through all/any of the mentioned communication methods in point (d).
- f) The system facilitates using the safety reporting (including voluntarily and confidential reporting) system by all operational personnel and all staff to report of operational deficiencies, hazards or safety concerns (see SMS manual chapter 2.1)
- **g**) Every department may issue other reporting forms in addition to the mentioned above to facilitate collection of data to be used for performance measurements to support operations improvements.

### **Safety Communication**

To improve safety culture within the organization, all employees receive ongoing information on safety issues, safety metrics, specific hazards existing through different ways which includes but not limited to safety bulletins, safety circulars, flight crew safety notices, safety Magazine. (Refer to SMS Manual chapter 4.2 – Safety communication)

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## **1.6.2.1 Meetings**

Management Meetings (Review)

- **a.** Nesma Airlines has a process to review the management system and all company activities at regular intervals, not exceeding one year, to ensure its continuing suitability, adequacy and effectiveness.
- b. Management review is a necessary element of Nesma Airlines, as well as a powerful medium through which organizational control and ongoing improvement can be delivered. Nesma Airlines conducts a formal review of its management system (ex. Organizational structure, reporting lines, authorities, responsibilities, policies, processes and procedures, as well as allocation of resources and identification of training needs at the senior management level at least every one year
- **c.** The meeting will include all company directors and departments' managers; it will be headed by the Chef Executive Officer CEO (Accountable Executive)
- **d.** The meeting has an agenda that includes an assessment of the management system, and a determination by senior management that all elements of the management system are in place and functioning effectively.
- **e.** The meetings also include an assessment of operational performance within the organization and a determination as to the suitability, adequacy and effectiveness of safety and quality management.
- **f.** Senior management must ensure that deficiencies identified during the management meeting are addressed through the implementation of organizational changes that will improve the performance of the management system, and thus the entire operation.

**Inputs** to the management meetings/review process (agenda) will include, but not be limited to:

- Results of audits;
- Significant issues arising from audits.
- Findings from operational inspections and investigations;
- Operational feedback;
- Incidents and near-miss reports;
- Changes in regulatory policy or civil aviation legislation;
- Process performance and organizational conformity;
- Status of corrective and preventative actions;
- Follow-up actions from previous management reviews;
- Feedback and recommendations for management system improvement;
- Regulatory violations.
- Allocation of resources
- Structure, reporting lines, authorities, responsibilities, policies, processes and procedures.
- Training needs

**Outputs** from the management review process should include decisions and actions related to:

- Improvement of the processes throughout the management system;
- Safety and security requirements;
- Resource needs.
- **g.** Management meetings/review is a formal process, and Nesma Airlines have a process for retaining records of the activity. Acceptable records include meeting schedules, agendas and minutes.

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Meeting output should be recorded in comprehensive minutes or in the form of a report,

## **Safety Committee Meetings:**

Refer to SMS Manual item 1.4 for details.

#### 1.6.2.2 Coordination Process

Nesma Airlines has an established coordination processes that use the communication tools to cover all issues that affect operational safety and security in a coordinated way among personnel with expertise in the appropriate areas within the flight operations organization and relevant areas outside of flight operations, to include as appropriate:

- i. Accident Prevention and Flight Safety
- ii. Cabin Operations
- iii. Engineering and Maintenance
- iv. Operations engineering. Refer to 1.3.4.3 Operations Engineer
- v. Flight Dispatch / operational control and Navigation
- vi. Human Resources;
- vii. Ground handling, cargo and security
- viii. Manufacturers (AFM, AOM, operational and safety communication);
- ix. Regulatory Agencies or authorities.

Refer to SMS item 1.4 for coordination process through the safety committee.

Such coordination may occur in issues that could affect operational safety and security that include and not limited to:

- i. Regulatory requirements;
- ii. line operations policies, rules, instructions and procedures;
- iii. staffing needs to meet Nesma Airlines requirements
- iv. flight crew training
- v. aircraft modifications
- vi. New equipment
- vii. New destinations/route
- viii. technical operations material;
  - a) performance;
  - **b**) navigation;
  - c) fleet configuration;
  - **d)** Equipment (cockpit layout, MEL/CDL, others).

The coordination process may occur during meeting or other means of liaison using Nesma airlines communication system e.g. e-mail, circulars, mems, etc.

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#### 1.6.2.3 Management and Control of Electronic Communication Tools

As part of Nesma Airlines development and expansion, it may use any electronic, server-based and/or internet-based communication tool. These tools shall be managed and controlled by Nesma Airlines in a manner that ensures full authority of Nesma Airlines and complete access to all information.

Electronic communication tools shall be administered in a way that always allows uninterrupted access to all users. Nesma Airlines is committed to following the best practices that ensure system security and prevent fraudulent workarounds in competency assessment.

Each electronic communication tool shall have an assigned administrator that can report activities throughout the system. System administrator shall have assigned duties and responsibilities as following:

- Ensure system security that prevents fraudulent practices
- Ensure compliance with regulations
- Ensure every user is given adequate privileges that enable him to carry out his duties.
- Track users progress
- Manage record keeping and archive results
- Administer content management and distribution of uploaded documents/videos to concerned personnel.
- Handle user registration (Enable/Disable, set password, etc.)
- Hold accountability before CAA and IOSA inspectors

The following security measures shall always be met:

- Every user is given a unique account ID that is under the control of the administrators
- Administrators shall have access to user accounts that allow the administrators to scrutinize and examine user activity.
- Administrators shall have access to users' progress reports to track any malicious or fraudulent activities.
- Ensure data on the system are backed up periodically.
- Established connections through web portal or mobile applications shall be encrypted
- Log-in data shall be retained with unique ID
- Nesma Airlines shall always ensure the cloud-based web servers meet the highest security and integrity standards

In case of system failure or inability to track users' fingerprints, other communication means shall replace the hitched system.

Periodic backup shall be carried out in case dictated by the CAA or required by company policy.

#### 1.6.2.4 Nesma Airlines Intranet

Nesma Airlines intranet is a private network accessible only to company's staff. The main purpose of an intranet is to share company information and computing resources among employees. An intranet's websites and software applications look and act just like any others, but the firewall surrounding an intranet fends off unauthorized access and use.

Intranet administration is carried out by the technical office. Through the intranet, unique account shall be created to every user in accordance with <u>1.6.2.3 Management and Control of Electronic Communication Tools</u>.

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### 1.7 Designated Common Languages

English and Arabic are the designated common language used by all Nesma Airlines flight crewmembers for communication.

Personnel who demonstrate proficiency below expert level (ICAO Level 6) should be formally evaluated at intervals in accordance with ECAR 63.9 and ICAO Annex 1 item 1.2.9.6 as follows:

- Those demonstrated language proficiency at the operational level (Level 4) should be evaluated at least once every three years
- Those demonstrated language proficiency at the operational level (Level 5) should be evaluated at least once every six years

ECAA requires level four of English language as a minimum level. All operational communications shall be established and maintained in English:

- 1. On the flight deck during line operation.
- 2. Between flight crew and cabin crew during line operation.
- 3. During flight crew training and evaluation activities.
- **4.** In normal operations, abnormal and emergency situations
- **5.** In the event of incapacitation of any crewmember

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## 1.8 Crew Regulations

## 1.8.1 Rules of Conduct

#### General

Flight crew and Nesma Airlines Operations Personnel conduct should reflect credit upon Nesma Airlines. Crewmembers and Operations Personnel are required to comply with the rules and regulations of Nesma Airlines, as well as the established departmental policies.

Integrity is the essence of an aircraft Pilot in command's character. Nesma Airlines has the right to dismiss or discharge – according to Nesma Airlines Administrative and legal policies - a crewmember or an employee at any time for any act or conduct or willful and deliberate violation of Nesma Airlines Policies and/or Procedures which affects the airline's and the country's image or endangers safety.

- Do not make false or slanderous statements about the airline, its employees or patrons.
- **Gambling** of any kind is not permitted during night stops or while at layover stations.
- Be courteous and helpful to our patrons, passengers and visitors.
- Threatening, intimidating or otherwise interfering with other employees at any time is prohibited. This includes off duty periods.
- Dishonesty of any kind such as theft or pilferage of airline property, hotel property, or
  other properties entrusted to the airline, or misrepresentation in obtaining benefits of
  other employee's privileges whether committed on duty or off duty will be grounds
  for dismissal.
- Any airline mail should be sent with the airline mail or ships papers. Postal laws and regulations forbid the carriage of personal mail.
- Operating an aircraft in a careless, reckless manner so as to endanger the life or property of another is prohibited.
- Carriage of narcotic drugs, hashish, and depressant or stimulant drugs or substances is prohibited.
- Transportation of hard currency as well as Egyptian Pounds outside the country is prohibited unless authorized by State Laws.
- Familiarize yourself with customs, immigration and currency regulations of other countries and avoid any violation. Many countries impose criminal penalties to both the employee and the airline for smuggling violations. Any time a crewmember is suspected of smuggling or has broken a regulation, he will be suspended from Nesma Airlines pending an investigation and if proven guilty, he will be disciplined or terminated.
- Compliance with all assignment schedules is mandatory; this includes meetings, training, etc.
- Unauthorized absence from work-station when on duty is prohibited.
- Crewmembers must have their ID Cards properly and visibly displayed at all times when inside Airport Terminals, Training Centers, Dispatch, the Flight Operations Department or any other restricted areas.
- Crewmembers must not board an aircraft of other carriers unless authorize.
- Off duty crewmembers must not board Nesma Airlines aircraft for any reason unless traveling as passengers or once they are officially assigned to do so.
- When meeting inbound, cockpit crew must wait until passengers and crews have deplaned the aircraft, exclusion to this is when crew change is taking place with passengers on board.

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- Deadheading crew travel is restricted to crewmembers on duty. While traveling in uniform, deadheading crew shall occupy the back seats of the applicable zone and give priority to passengers.
- Pay your just debts, i.e. hotel charges and phone calls
- Smoking is not allowed in the flight deck, or the cabin. Smoking is only allowed in designated smoking areas inside terminals.
- When outside base on a flight, always use the transport provided by the airline, unless an emergency arises, then a report should be submitted.
- Crewmembers are required to comply with Egyptian Civil Aviation Regulations, concerning the change of originally submitted documents (i.e. date of birth, reports, etc.).

## 1.8.2 Falsification, Reproduction, or Alteration of Applications, Certificates, Logbook, Reports or Records

No person may make or cause to be made:

- 1. Any fraudulent or intentionally false statement on any application for a certificate rating or duplicate thereof issued under this part.
- 2. Any fraudulent or intentionally false entry in any logbook, records, or report that required to be kept, made, or used to show compliance with any requirements for the issuance, or exercise of the privileges, or any certificate or rating under this part;
- 3. Any alteration of any certificate or rating under this part, or
- **4.** Any reproduction for fraudulent purpose, of any certificate or rating issued by ECAA is prohibited and is a basis for the ECAA to suspend or revoke any airman, ground, instructor, dispatcher, or medical certificate or rating held by that person

### 1.8.2.1 Extra Crew Travel Requirements

Following extra crew travel requirements have been received from Immigration Authorities, these requirements are subject to changes by the above-mentioned authorities. Therefore, you are required to obtain the latest information from Flight Operations Crew Affairs before you travel as extra crew provided that all company procedures are fulfilled and commercial authorization is granted.

## 1.8.3 Extra Crew Travel General Rules

Traveling as extra crew must always

- Be in uniform,
- Name on general declaration or passenger manifest whenever occupying passenger seat
- Hold a Valid Nesma Airlines ID.
- Hold a valid passport.

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### 1.8.4 Drugs and Alcoholic Drinks

Reference: ECAR121.429, 121.458, 121.459

#### 1.8.4.1 Alcoholic Drinks

**Alcohol concentration**: No employee shall report for duty or remain on duty requiring the performance of safety-sensitive functions while having an alcohol concentration of 0.02 or greater. No certificate holder having actual knowledge that an employee has an alcohol concentration of 0.02 or greater shall permit the employee to perform or continue to perform safety-sensitive functions.

- **a) On-duty use**: No employee shall use alcohol while performing safety-sensitive functions. No certificate holder having actual knowledge that an employee is using alcohol while performing safety-sensitive functions shall permit the employee to perform or continue to perform safety-sensitive functions.
- **b**) Pre-duty use:
  - 1. No employee shall perform cockpit crewmember or cabin crew duties within 8 hours after using alcohol. No certificate holder having actual knowledge that such an employee has used alcohol within 8 hours shall permit the employee to perform or continue to perform the specified duties.
  - 2. No employee shall perform safety-sensitive duties other than those specified in paragraph (b) (1) of this section within 4 hours after using alcohol. No certificate holder having actual knowledge that such an employee has used alcohol within 4 hours shall permit the employee to perform or continue to perform safety-sensitive functions.

If as a result of the effects of alcohol, a flying crewmember is either incapable of discharging his duties or the ability to carry them out is impaired, it will be understood that he has committed gross misconduct, the penalty for which will be dismissal without notice or prior warnings.

Alcoholic drinks must not be consumed by flying staff during the eight hours before reporting for a roistered service or standby duty. There should be less than 0.02 of alcohol concentration in the blood of crew when reporting for duty.

Crews may be requested to undergo a Breathalyzer check on a random basis. Refusal or declination to participate in the process will be considered as gross misconduct. For Alcoholic Testing Program (Refer to Appendix A)

## 1.8.4.2 Drug Testing Program

Crews may be requested to undergo a Drug testing program on a random basis. Refusal or declination to participate in the process will be considered as gross misconduct. For Drug Testing Program (Refer to Appendix 1 & 2).

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#### 1.8.5 Behavior in Public

Each crewmember must be aware that he is a representative of Nesma Airlines and that people will identify his appearance with it. The image of an airline depends largely on the behavior of every employee.

Discussions on Company confidential subjects must not be held in public or with other crews or other crewmembers on duty, nor should negative statements be made about the Company. Locations shall not be visited if the possibility exists of creating a wrong impression, which may be detrimental to the reputation and image of the Company. This rule equally applies to crewmembers not in uniform, and especially during night stops. All crewmembers should ensure that they and their colleagues always comply with the above regulations.

#### 1.8.6 Personal Documents

For flight duty crewmembers must carry the following valid documents:

- License, including current medical certificate, (flight crew),
- > Passport,
- ➤ Visa, if required,
- > Crewmember certificate,
- > Company identity card,

Each crewmember is responsible for the validity of his documents and their timely issue, renewal, and extension.

### 1.8.7 Crewmember Certificate

For the purpose of record keeping and updating, each crewmember or licensed personnel shall hand over his/her certificate/approval/license to his/her administration to keep a copy of that certificate/approval/license by any expeditious mean(s).

## 1.8.8 Company Identity Card

At the beginning of employment, an Identity Card will be issued to the crewmember. This Identity Card shows the holder to be an employee of the Company. The loss of any personal document must be reported immediately to the company's Administration Department. When leaving the company all documents, which have been provided by the company, must be returned.

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#### 1.8.9 Uniform

The Company provides each crewmember with a standard crew uniform and accessories.

The uniform portrays the image of the Company and identifies the wearer as its representative. It is imperative that the best image is presented to the public at all times and as per the policy, each crewmember will be immaculate in appearance when wearing the Company uniform (neat shave and decent hair cut). It is the Pilot in command's responsibility to ensure that his crewmembers are appropriately attired for the flight.

#### 1.8.9.1 Crewmembers Attire

### **1.8.9.1.1 Badges of Rank**

All flight crewmembers shall wear the following badges of ranks.

No crewmember will change his badges without a written approval by his respective manager.

## 1.8.9.1.2 Captains

4 Stripes

#### 1.8.9.1.3 First Officers

3 Stripes

All upgraded crewmembers will maintain their current stripes until cleared at their new status.

#### 1.8.9.2 Simulator Attire

All crewmembers, including instructors involved in a simulator session whether for license renewal or as support in Egypt or abroad shall wear Standard Uniform mentioned in 1.8.9 Uniform; they are not allowed to wear Jeans, corduroy or t-shirts.

Check Airmen are responsible to make sure that all crewmembers abide by this rule. A full report from the instructor must be sent to the Operations Training Section, and a copy to the Chief Pilot informs him about any violations.

## 1.8.9.3 Attire When Traveling As Dead Head on Duty or As Extra Crew.

Traveling as dead head on duty or as extra crew must be in uniform civilian clothes not allowed.

### 1.8.10 Crew Baggage

Only personal luggage will be considered as Crew Baggage. It must have a special crew label (issued by Nesma Airlines) identifying it as such. Crew Baggage will be transported in the cargo compartment. Stickers on the baggage - other than Nesma Airlines Label- are not allowed Crew Luggage must be Black or dark gray color.

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## 1.8.11 Customs and Currency Regulations

All crewmembers have to pass through local customs, immigration, currency control, etc. as prescribed. Every person must comply with the local customs and other special immigration regulations, which may often be more restrictive for crewmembers than for passengers.

Crewmembers must declare all goods liable for duty and are responsible for duty charges. The same policy applies to restrictions on import or export of currencies.

## 1.8.11.1 Violation of Customs or Currency Regulations

It must be clearly understood that non-compliance with the customs regulations and other official controls is a very serious offence against Company regulations and the laws and regulations of any country.

Anybody caught smuggling or willfully breaking currency or other regulations can expect immediate dismissal from the Company as well as heavy fines or even imprisonment.

## 1.8.12 Duty Free Shopping

Ref: ECAR 121.393

Customs regulations must be taken into account when shopping in a duty free shop. A departure must never be delayed because the crew is duty free shopping, nor should passengers get such an impression.

Duty free shopping by crews is not allowed:

- Without the permission of the aircraft Pilot in command;
- When ground time is only 45 minutes or less;
- At intermediate stops when passengers stay on board;
- When scheduled ground time at outside stations is more than 45 minutes but due to late arrival the ground time is 45 minutes or less until scheduled time of departure;
- Early departure shall not be delayed because of Duty Free Shopping.

Precautions shall be taken to avoid leaving the aircraft unattended. When no passengers are on board, 50% of cabin crewmembers rounded down to the lower number in the case of fractions, but never less than one - must be on board to fulfill other requirements such as fueling, decision making, flight preparation etc.

## 1.8.13 Handling of Company Material

All crewmembers are obliged to handle all company material with great care. The company may claim compensation from a crewmember for damage caused by him. Crewmembers shall maintain the manuals, handbooks and other documents handed over to them in good condition. When the employment contract terminates, everything belonging to the company must be returned.

Crewmembers are strictly not allowed to take any articles, such as small gifts, (e.g. toys), catering items, parts of cabin or galley equipment, from the aircraft.

### 1.8.14 Accident / Illness

Accidents or illness must be reported immediately to:

- The Crew scheduling section and/or Operations Control (dispatch) when not on duty.
- The Pilot in command (when away from home base) and

The crewmember must inform the Company about the expected duration of illness, and any change in duration.

The crewmember must produce a sickness report from an authorized medical examiner approved by Nesma Airlines within 24 hours reporting on duty.

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#### 1.8.15 Conduct at Outside Station

At all outside stations, cockpit crew should respect the law of the land and hotel regulations, and wear the proper attire.

### 1.8.15.1 Layover

Should any crewmember wish to leave base where crew stay on layover trips, the following must be adhered to:

- Obtain prior approval from relevant manager and/or PIC.
- Return to base, i.e. hotel at least 24 hours prior to pick up time.
- Leave to the airport with the crew and not by any other means, i.e. neither going to the airport directly nor joining the crew at the airport.

## **1.8.15.2 Night Stops**

Should any crewmember wish to leave the hotel on a night stop, the following must be adhered to:

- If you are going to absent yourself for longer than six (6) hours, obtain the approval of your PIC.
- Should your domicile/family be outside base city and you regularly visit them during night stops then procedure mentioned under layover applies.
- Return to base, i.e. hotel, at least one hour prior to pick-up time.
- If night stop hours are barely enough to cover the legal rest period or less than that, crewmembers are not allowed to leave the hotel.

## 1.8.16 Crew Hotels/Stopovers Away from Base (Outside Egypt)

All crewmembers shall comply with all instructions required for the specific country before leaving the aircraft.

Nesma Airlines will provide hotels for the crew when away from base. Nesma Airlines will pay for the room only on Bed and Breakfast (BB) basis or as contracted. All other expenses are the responsibility of the individual crewmember. All personal bills must be settled by the crewmember prior to checking out. Nesma Airlines or the handling agent will arrange crew transportation to and from the hotel. The Pilot in command will make any complaints about the transportation to Nesma Airlines.

In the case of unforeseen night stops, or when there is no reservation made by Nesma Airlines, the Pilot in command will decide which hotel is to be taken by the crew. Whenever possible, the whole crew shall stay in the same hotel. The Pilot in command shall seek the assistance of the handling agent in arranging the transport.

The Pilot in command will advise crew of pick-up time for transportation to the airport. It should be arranged so that the crew will arrive at the airport for sign-on, one hour before the scheduled time of departure.

Usually all crewmembers will use crew transport and accommodation provided by Nesma Airlines. Should a crewmember not require accommodation he must inform the Pilot in command and ask for permission prior to departing?

He must leave his contact details with the Pilot in command and must report at the hotel at least 2 hours before the pick-up time from the hotel. Each crewmember shall always observe the requirements of Chapters 7.

At check-in for flight duty the crewmembers shall present themselves to the Pilot in command.

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When staying in hotel accommodation, all crewmembers shall refrain from any action or behavior that could lead to complaints from the hotel management; and refrain from making direct complaints to hotel personnel, but forward it to Nesma Airlines by the proper channels.

#### 1.8.17 Contact of Crew Abroad

Crewmembers shall keep the Pilot in command informed of their whereabouts and must be back at the hotel from trips outside at least 2 hours before the scheduled pick up time from the hotel.

Crewmembers shall leave a contact number with the Pilot in command where they can be reached. In cases where no contact numbers are available, it is the responsibility of the crew to contact the hotel reception for any absence of more than 6 hours. Each crewmember shall always observe the requirements of Chapter 7.

## 1.8.18 Smoking Policy

Smoking is prohibited onboard Nesma Airlines aircraft. Crewmembers are not allowed to smoke in the cockpit.

All crewmembers must refrain from smoking when attired in the company uniform regardless of the place or time. However, Flight Deck crews are free to smoke in areas reserved for smokers in coffee shops and restaurants.

#### 1.8.19 Local Contact of Crew

All crewmembers must have a landline, or a cellular phone. Any un-answered calls on crewmembers' cellular phone are considered absence and/or refusal to do the pre-assigned or roistered duty.

#### 1.8.20 Public Statement by Crewmembers

Crewmembers are not allowed to make statements to the press, media or public, unless they are authorized by Director Flight Operations.

### 1.8.21 Monthly Flight Duty

Flight crew monthly duty is expressed as a certain number of accumulated block hours per month calculated from blocks off to blocks on.

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### 1.8.22 Log Books

Ref: ECAR 121.473

Crewmembers are personally responsible for maintaining their Log Book validity by logging of flight time.

- a) Pilot In Command
  - Pilot in command flight time: An airline transport pilot may log as pilot in command, all of the flight time during which he acts as pilot in command.
- **b)** Second in Command
  - A pilot may log as second in command, all of the flight time during which he acts as second in command of an aircraft.
- c) Pilots administering line checks
  - May log all hours on flight duty not at the controls while carrying out line-check pilot duties.

**Note**: On monthly basis, scheduling section shall issue an individual accumulative flight duty time for each crewmember based on Flight Report (Voyage Report). All crewmembers are required to cross check their log books against the issued individual cumulative flight duty time sheet. Any discrepancy shall be corrected accordingly.

### 1.8.23 Basic Salary

Each crewmember's basic salary is paid in accordance with Nesma Airlines pay scale, irrespective whether the standard monthly duty hours are completed or not.

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### 1.9 The Event of Willful or Deliberate Violation

According to Nesma Airlines policy, In the event of willful or deliberate violation to those rules, regulations, policies, and/or procedures of flight operations, the personal concerned shall become subject to disciplinary, legal or penal action however nothing contained shall prevent personal from exercising their own best judgment during any situation for which the FOM make no provisions or in an emergency.

The appropriate discipline action is handled as follow:

- 1. Through coordination between the concerned department head and operations director.
- 2. By Operations Department committee.

See also 11.1. Application of Safety Management System

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