CORPORATE POLICY MANUAL - CPM

Issue / Revision / Date

01 / 00 / 27-Mar-24

Document No.

MAC-ORG-CPM-M-1/0

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0.   DOCUMENT ADMINISTRATION AND CONTROL

0.1   GACA APPROVAL

GACA eBook Vol.4

1.   This official Mukamalah Aviation manual complies with stringent General Authority of Civil Aviation Regulations (GACAR). The General Authority solely approves its use within Mukamalah.

2.   Should any discrepancies arise between this manual and GACAR requirements, prioritize the latter. In such cases, we will promptly update this manual, adhering to GACA eBook Vol.4, Ch.12, Sec. 4.

3.   This manual's content is accurate as of Revision 0 of the List of Effective Pages (LEP), dated March XX, 2024.

4.   This manual becomes "uncontrolled" when printed.

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Signature:	1.	
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0.2   MANAGEMENT APPROVAL

1.   This manual is a part of the Company manual system and shall comply with provisions established in the Corporate Policy Manual, as applicable, for content, policy, writing standards and formatting.

2.   Manual Owner: Director of Safety and Quality

3.   Responsibility: Manual content and implementation.

Document Number:	**MAC-ORG-CPM-M-1/0**
Title:	CORPORATE POLICY MANUAL - CPM
Issue / Revision:	01 / 00

Prepared by:		Date:
Title:		
Signature:		

Reviewed by:		Date:
Title:		
Signature:		

Approved by:		Date:
Title:		
Signature:		

Table 0.2-1 Management Approval

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0.4 REVISION HIGHLIGHTS

This table summarizes the major changes that are made to each revision and not all changes. Throughout each review cycle, subsequent entries may change, prior entries or proposed changes may be held, disregarded and/or made obsolete. This is a summary of input received throughout the duration. Changes throughout the manual are indicated by vertical revision bars.

Note: The vertical bar (change bar) in the margin indicates a change, addition, or deletion in the adjacent text for the current revision of that page only.

Issue	Rev	Rev Date	Summary of Change (S)	Received Via
01	00	XX MAR. 2024	N/A – Initial Release	NA

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0.5   RECORD OF NORMAL REVISIONS

Issue	Rev	Rev Date	Inserted By	Insert Date / Sign
00	00	XX MAR. 2024	N/A – Initial Release	NA

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0.6 RECORD OF TEMPORARY REVISIONS

Temporary Revision No.	Section No.	Page No.	Change Highlights	Effective Date

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0.7   LIST OF EFFECTIVE PAGES

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Approved by:	
Name:	
Title:	
Sign & date:	
Stamp:	

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0   DOCUMENT ADMINISTRATION AND CONTROL

0.8   DISTRIBUTION LIST

0.8   DISTRIBUTION LIST

Doc Holder / Location	Type Of Format	Copy Number
Accountable Executive	Master Copy	1
GACA	Master Copy	2
All Staff (Web Manuals)	Electronic Copy	

Pilots, Cabin Crew and Flight Dispatchers have electronic access and restrictive access through the Web Manuals system.

Note:

Electronic Notification to Staff:

Digital versions of all current Company and Technical documentation are published in DMS for easy access to employees.

Printed Copies:

Any printed copies of this document are uncontrolled documents and are to be marked "Uncontrolled When Printed". The only exception to this is for the Controlled, printed copies of this document that have been distributed in detail.

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0　　　DOCUMENT ADMINISTRATION AND CONTROL

0.9　　DOCUMENT STRUCTURE AND HIERARCHY

0.9　　DOCUMENT STRUCTURE AND HIERARCHY

0.9.1　　PREFACE

This manual is issued is accordance with regulations 4, 5, 7, 91, 109, 117, 119 and 121 of the General Authority of Civil Aviation (GACA) of the Kingdom of Saudi Arabia. It also complies with the terms and conditions of the Operator's Certificate and Operations Specifications issued to the Company by the Authority. The term 'the Company' or 'Mukamalah Aviation' in this document refers to Mukamalah Aviation Company Ltd.

This Corporate Policy Manual is intended to ensure on-going effectiveness in achieving desired operational outcomes and ensure continuous improvement of processes and procedures. It also reflects management's commitment to quality, security, and safety as a fundamental guiding principle. The manual emphasizes the organization's commitment to a just culture, where human error is not punished, and communication channels are open to allow information to flow freely across the organization.

0.9.2　　Publications Hierarchy

All Mukamalah Aviation manuals fall in the documentation hierarchy below:

1.　　Level 1: Corporate and governance level policy documents.

2.　　Level 2: Division/department level policy, process, and procedure documents.

3.　　Level 3: Instructions, checklists, and forms.

Manuals at the top of the hierarchy set parameters that lower-level manuals must comply with.

The following flowchart sets out the types of information, their level in the documentation hierarchy.
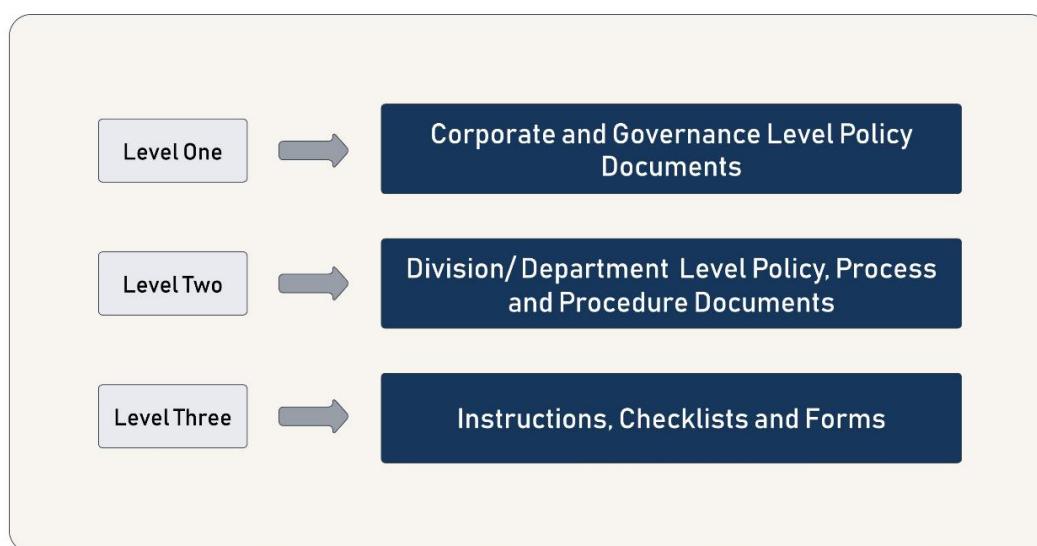
Figure 0.9.2-1– MAC Publication Hierarchy

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0.9.3   Manual Owner

Refer to CPM section 2.6.4.

0.9.4   Document Format and Style Guide

Refer to CPM section 2.6.2.

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0.10 REVISION CONTROL

0.10.1 System of Amendment

Refer to CPM section 2.6.2.4.

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0.11   ABBREVIATIONS, ACRONYMS & DEFINITIONS

0.11.1   Abbreviations and Acronyms

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B	

C	

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0.11.2   Definitions

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0.12   USE OF PROCEDURAL WORDS

Refer to CPM section 2.3

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1. ORGANIZATION AND RESPONSIBILITIES

1.1 ORGANIZATIONAL STRUCTURE
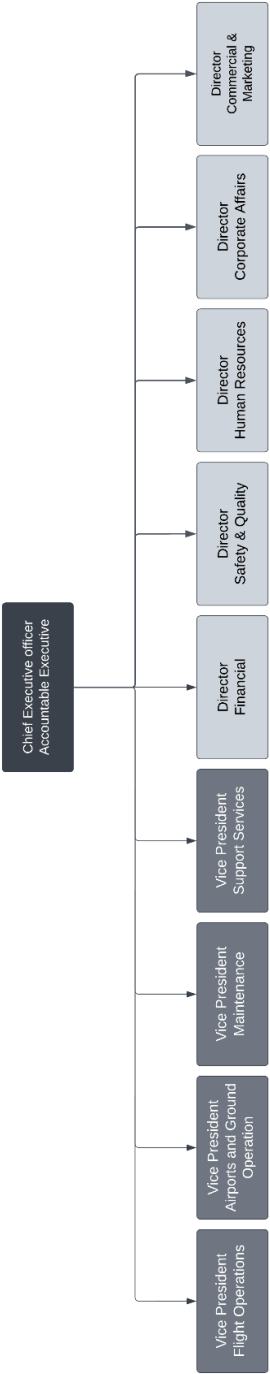
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1	**ORGANIZATION AND RESPONSIBILITIES**
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1.2   NAME LIST OF NOMINATED POST-HOLDERS

Refer to certificate-wise departmental manual.

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1.3 DEPARTMENTS ORGANIZATION STRUCTURE

Refer to Department level manual.

1.3.1 Delegation of Nominated Management Personnel

Refer to Department level manual.

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1.4 RESPONSIBILITIES AND DUTIES OF OPERATIONS MANAGEMENT PERSONNEL

Refer to Department level manual.

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1.5   POLICIES

1.5.1   Corporate Policy

1.   The Corporate Policy Statement is a commitment by the Accountable Executive indicating the intention to achieve of the Quality System.

2.   A formal written Corporate Policy Statement is established. Company Quality System shall monitor the attainment of, and continual compliance with, GACA and additional Company specified procedures implemented to enhance operational safety standards.

3.   The Accountable Executive has overall responsibility for the Company Quality System. Achieving the highest level of compliance and standards is a shared responsibility of all Company employees. The management of the GACA Quality System, including the frequency, format, and structure of the internal management evaluation activities, is delegated to the Safety and Quality Director.

4.   All company employees are responsible for upholding the highest levels of compliance and standards as outlined in the Operations Manual. The company designated Safety and Quality Director is responsible for establishing and maintaining a system of quality control to ensure that the procedures and requirements as contained in the Operations Manual are adhered to by all operating staff. Compliance monitoring includes a feedback system to the Accountable Executive to ensure corrective action as necessary..

5.   The quality of our management system is essential for our business functions. Our commitment is to ensure measuring and evaluating on a continuing basis, and making changes that improve the management system and the culture.

6.   Ideas for improvement may come from internal and external sources; therefore, we are constantly monitoring all sources and willing to make changes as necessary to keep the management system refreshed and strongly focused on improving operational safety and security performance.

7.   All levels of management and all employees are accountable for the delivery of this highest level of performance, starting with the Accountable Executive.

8.   We are committed to:

   a.   Comply with all applicable regulations and the company standards.

   b.   Provide the necessary resources to satisfy operational safety and security outcomes.

   c.   Ensure continual improvement of quality, safety and security management systems.

   d.   Ensure continual improvement of operational performance.

   e.   Perform regular review of performance-based indicators by senior management.

   f.   Perform regular analysis of malfunctions or undesirable operational results.

   g.   Perform continuous training of the Mukamalah Aviation's employees to reach the highest levels of efficiency in the implementation of the company operations.

   h.   Implement the teamwork in all areas to perform the company operations with high efficiency.

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i.   Promote the safety and security awareness as Mukamalah Aviation primary goal is safety and security.

j.   Follow-up of corrective actions and their effectiveness in improving operational performance.

k.   Use the good practices to minimize and eliminate risks.

l.   Optimum use of safe personal protective equipment.

m.   Communicate all our policies throughout the organization.

n.   Review all company policies every 2 years to ensure continued relevance to the company standards.

o.   Inform the operational personnel throughout the organization of their responsibility to comply with the applicable laws, regulations, and procedures in all locations where operations are conducted.

p.   In the event of willful or negligent disobedience to those rules, regulations, policies, and/or procedures, 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 company standards make no provisions or in an emergency.

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1.5.2   Safety and Quality Policy

Mukamalah Aviation is committed to achieving the highest standards of safety and quality in all aspects of our operations. We believe that safety is a core value and a fundamental right for all employees, customers, and the environment. This policy outlines our commitment to providing a safe, reliable, and efficient air transportation service that complies with all applicable regulations, including those set forth by GACAR.

Commitment to Safety and Quality

1. **Core Values:** Safety and quality are our top priorities. We are dedicated to fostering a culture that prioritizes safety throughout the organization and strives for continuous improvement in all aspects of our services.

2. **Open Reporting:** We encourage all personnel to report safety concerns, incidents, hazards, risks, suggestions, and any quality-related issues through any means available, formal or informal. We will not tolerate retaliation against anyone who discloses a safety or quality concern.

3. **No Compromises:** Employees are never expected to compromise safety or quality standards for business objectives or tasks.

4. **Just Culture:** We promote a Just Culture where safety and quality concerns are addressed fairly. We will investigate disclosures and take appropriate action based on the findings. Only in cases of gross negligence, deliberate disregard for regulations, or illegal acts will disciplinary action be considered.

5. **Proactive Risk Management:** We are committed to proactively identifying and mitigating safety and quality hazards. Management will:

   a. Identify, assess, and take necessary action on any safety or quality risk.

   b. Develop and implement strategies and processes to ensure safe and high-quality operations, allocating appropriate resources.

   c. Comply with and exceed (whenever possible) all legislative, state regulatory, and GACAR requirements, including reporting safety and quality data to the authorities.

   d. Ensure sufficient resources are available for safety and quality initiatives.

6. Provide all personnel with the necessary training and qualifications to perform their duties effectively and safely.

7. Match tasks to employee skillsets and provide appropriate safety and quality information.

8. Establish and monitor safety and quality performance indicators and targets.

9. Continuously improve safety and quality performance through ongoing monitoring, measuring, and adjustments.

10. Minimize environmental impact through responsible resource utilization.

11. **Accountable Executive:** The ultimate responsibility for safety and quality in our organization rests with the Accountable Executive.

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12. **Shared Responsibility:** Safety and quality are shared responsibilities. Everyone, from department managers to front-line personnel, is accountable for upholding these principles.

13. **Management Responsibility:** Management is responsible for implementing safety and quality management systems in their respective areas and ensuring all reasonable steps are taken to promote safety and quality.

14. **Stop Work Authority:** Every employee has the authority to "stop work" if they witness an unsafe act, operation, or a potential quality issue. We encourage vigilance in ensuring a safe and high-quality working environment.

15. **Customer Service:** We strive to deliver a consistently high level of customer service that meets or exceeds the expectations of our passengers. We are committed to providing a safe, comfortable, and reliable travel experience.

16. **GACAR Adherence:** We are committed to complying with all applicable GACAR regulations and exceeding them whenever possible. We will maintain a comprehensive understanding of relevant regulations and ensure all operations are conducted accordingly.

17. **Commitment to Improvement:** We are committed to continuous improvement in all aspects of our safety, quality, and operational efficiency. We will regularly review our policies, procedures, and performance to identify areas for improvement and implement necessary changes.

18. This Safety and Quality Policy demonstrates Mukamalah Aviation's unwavering commitment to providing safe, reliable, and high-quality air transportation services. By working together, we can achieve a culture of excellence where everyone feels empowered to contribute to a safe, efficient, and environmentally responsible operation.

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1.5.3   Non-Punitive Reporting Policy

1. Safety shall be considered above all other factors in all company risk management processes. Only with full awareness can management rectify deficiencies in a timely manner.

2. Personnel at all levels are required to take preventative safety action, and to report any safety threat to themselves or others.

3. All personnel are required to report accidents, incidents, or safety hazards in accordance with the prescribed reporting procedures. No disciplinary action shall be taken against any personnel who act to prevent an injury or reports any accident, incident, or hazard.

4. This policy assures employees that reporting unpremeditated or inadvertent errors shall not result in disciplinary or punitive action being taken against the reporter or other individuals involved unless, of course, such errors result from illegal activity, willful misconduct, or other egregious actions.

5. Employees are also assured that the identity or information leading to the identity of any employee who reports an error under this policy, is never disclosed unless agreed to by the employee or required by law.

6. As such, we fully endorse non-punitive safety reporting within Mukamalah Aviation Company. This policy will foster a culture of mutual trust, in which we adopt a team approach to managing safety to prevent incidents and accidents.

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1   ORGANIZATION AND RESPONSIBILITIES

1.5   POLICIES

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1.5.4   Security Policy

Mukamalah Aviation is committed to protecting our passengers, employees, aircraft, and facilities from security threats and maintaining compliance with all applicable civil aviation security regulations worldwide.

Our security priorities are:

1. Provide adequate resources to implement and maintain the Aircraft Operator Security Program (AOSP)

2. Comply with all applicable national and international security regulations and standards.

3. Set defined security objectives and performance standards.

4. Promote security awareness and responsibility across the organization.

5. Encourage confidential reporting of security concerns without retaliation.

6. Periodically review and update security policies to ensure relevance.

7. Incorporate industry best practices into security management programs.

8. Conduct regular reviews to identify areas for improvement in security programs and culture.

9. Include security duties in job descriptions for management positions.

10. Circulate security policies and information to all staff.

11. Screen external supplied consumables, equipment, and products to meet technical specifications.

12. Maintain contingency plans to swiftly respond to and mitigate security threats and incidents.

13. Collaborate with government agencies on intelligence, operations, and investigations.

14. Continuously enhance competencies of security staff through recruitment and training.

15. Safeguard passengers, employees, assets, aircraft and facilities from unlawful interference.

Through the commitment of our entire workforce, Mukamalah Aviation will remain a leader in aviation security and deliver on our fundamental priority – keeping our passengers and crew safe.

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1.5.5 Psychoactive Substances Policy

Refer to the Psychoactive Substance Usage Policy Manual

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2. DOCUMENT ADMINISTRATION AND CONTROL

2.1 GENERAL

1. The Mukamalah Aviation Document Administration and Control system is a centralized process that provides operational control and standardization of documentation.

2. The information in this chapter provides the standardized presentation of content, the format of Company documents and manuals, and the detailed procedures for managing Company records.

3. The Company shall maintain a complete set of manuals at its principal base of operations and shall furnish a complete set of manuals to GACA.

4. The Company shall also make available, or provide, applicable parts of the manual (user manuals) to the flight and ground operations personnel who conduct or support flight operations.

5. Each employee who holds a manual will be sent updates as and when a manual is updated. Each employee must have access to appropriate manuals or parts of manuals when performing their assigned duties. Mukamalah Aviation manuals, mandatory for operations as per GACA, are kept on Company-issued Electronic Flight Bags (EFBs).

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2.2 COMPANY MANUALS

According to this Document Administration and Control, The Company will maintain its manuals in a uniform manner and in compliance with GACA regulations and eBook, Volume 4. The policies and procedures for all Company manuals are described in this Section. An illustration listing all applicable Company manuals is provided in the section below.

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2   DOCUMENT ADMINISTRATION AND CONTROL

2.2   COMPANY MANUALS

2.2.1   Manual Hierarchy

The manuals at the top of the hierarchy establish guidelines and parameters that lower-level manuals must comply with. A color-coded figure has been created to help users understand the types of information, their level in the documentation hierarchy, and whether they require GACA approval, GACA acceptance, or airline-approved documents.
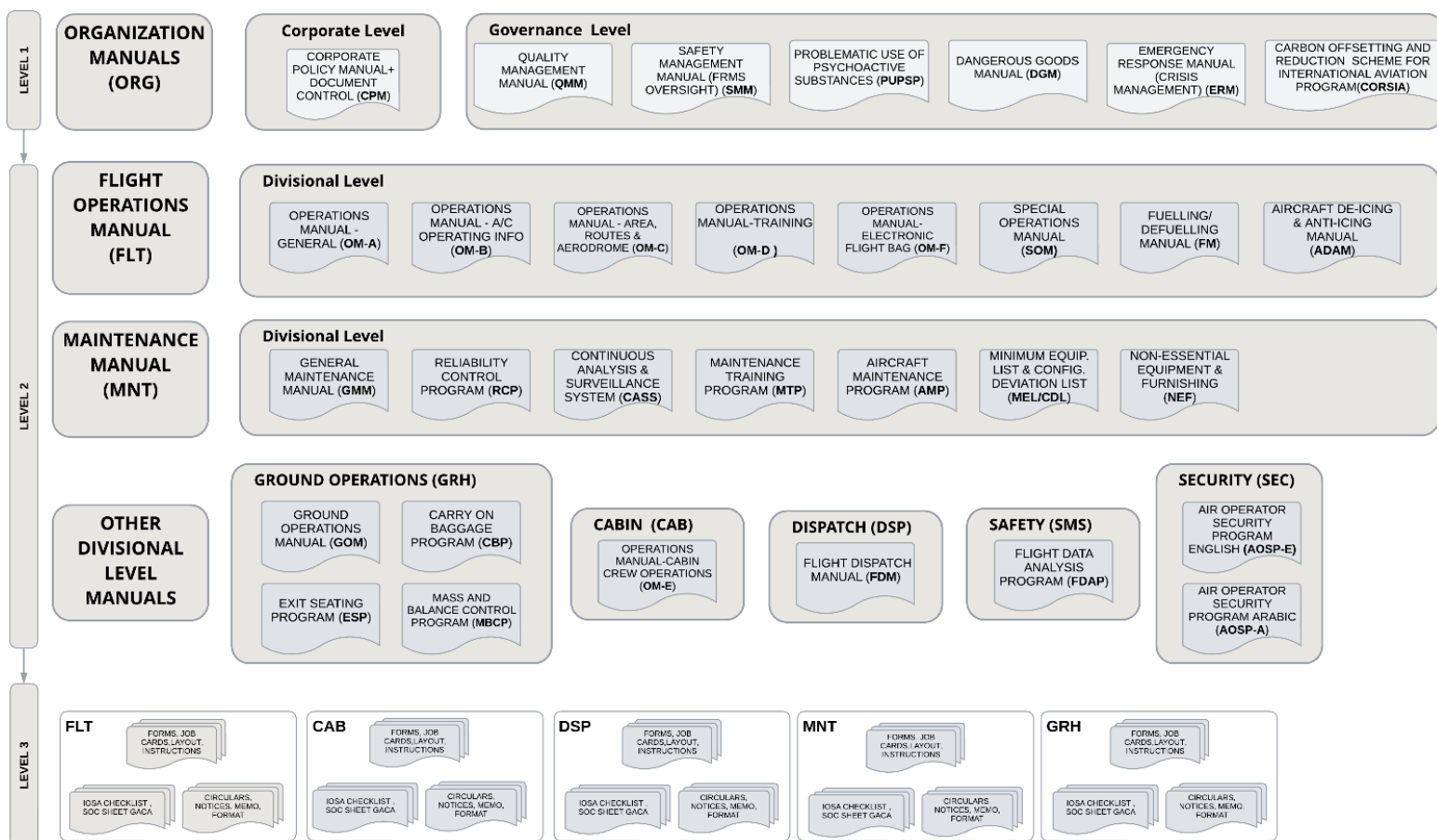
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2.3   EDITORIAL INSTRUCTIONS

1. To avoid any misunderstanding within Mukamalah Aviation manuals, certain words are to be interpreted as having specific meanings when they are used unless the context requires otherwise:

    a.   Words importing the singular include the plural,

    b.   Words importing the plural include the singular; and

    c.   Words importing the masculine gender include the feminine.

2. The following protocols are to be used in all Mukamalah Aviation Manuals:

    a.   "The Company" or "Mukamalah Aviation" stands for Mukamalah Aviation Company Ltd.

    b.   The gender-neutral third-person singular pronoun" they/them/their/theirs" is used throughout.

3. When used, the following terms shall have the meaning described below:

    a.   "Shall", "must", or an action verb in the imperative sense means that the application of a rule, procedure or provision is mandatory.

    b.   "Should" means that the application of a procedure or provision is recommended.

    c.   "May" means that the application of a procedure or provision is optional.

    d.   "will" used to indicate futurity, never to indicate mandatory compliance.

    e.   "No Person May/ Shall": Establishes a strict prohibition. For example, "No person may operate an aircraft without a valid and current license".

    f.   "Approved" means that the Authority or Mukamalah Aviation has reviewed the method, procedure, or policy in question and issued a formal written approval.

    g.   "Accepted" means that the Authority or Mukamalah Aviation has reviewed the method, procedure, or policy and has neither objected to nor approved its proposed use or implementation.

    h.   "Prescribed" means that the Authority or Mukamalah Aviation has issued a written policy or methodology which imposes either a mandatory requirement if it states "shall", "will", "must" or an action verb in the imperative sense; a recommended requirement if it states "should"; or a discretionary requirement if it states "may".

    i.   The imperative word "Note" is used to emphasize or indicate the importance of an operating procedure, technique, and recommendation.

    j.   "Caution" is used when an operating procedure, technique, and recommendation may, if not carefully followed, result in damage to equipment.

    k.   "Warning" is used when an operating procedure, technique, and recommendation may, if not carefully followed, result in personnel injury or loss of life

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2.4　　DOCUMENTATION POLICY

1. All required regulatory documentation issued by Mukamalah Aviation shall be approved or accepted by GACA or as required by Mukamalah Aviation's internal approval policy.

2. The management of the revision process shall be the responsibility of the Quality Department, or any person delegated by the Head of Quality to make an amendment or revision. Document revisions are subject to the general policies adopted by Mukamalah Aviation for the correction of all Company manuals.

3. The soft copy of this manual will be available in the Mukamalah Aviation Documentation System with a back-up on the Company server.

4. Each user of a Mukamalah Aviation manual, instruction, or form shall inform the Quality Department if the document is not legible, not readily identifiable or contains an error.

5. Mukamalah Aviation shall maintain at least one complete copy of the manuals at its principal base of operations.

2.4.1　　Supplemental Operation (Technical)

1. The Company will assure availability of manuals, or appropriate sections of manuals, while conducting supplemental operations away from its principal bases of operation, by carrying aboard each airplane a copy often-required manuals in paper and/or digital format.

2. For digital versions, a device that offers a clear, legible view of the publication must be available.

3. The required manuals, or appropriate sections, are those publications required for Ground, Maintenance and Flight personnel to perform their required duties.

4. If the Company's supplemental operations are service stations where all the manuals required to perform all scheduled maintenance are available, then those publications do not need to be carried onboard the aircraft en route to those stations

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2.5 FLIGHT SAFETY DOCUMENTS SYSTEM (FSDS) POLICY

1. The Flight Safety Documentation section has been established as a centralized documentation system (FSDS) in accordance with GACAR Part 5, Appendix A, Sub-para III. This system serves as a single repository for all flight safety documentation, ensuring standardization and consistency across the organization.

2. The central FSDS plays a crucial role in upholding corporate standards for documentation. This standardization encompasses:

   a. Consistency in writing style, use of graphics and symbols, and overall format for clear and easily accessible information.

   b. Unified use of terms throughout all documents to avoid confusion and ambiguity.

   c. Reliable location for specific information types, including consistent units of measurement and code usage, facilitating easy retrieval and analysis.

3. By implementing this centralized system, the Company aims to enhance the quality, clarity, and efficiency of its flight safety documentation, ultimately contributing to improved safety outcomes.

2.5.1 Function of Flight Safety Documentation System

1. The functions of the FSDS section are summarized as follows:

   a. The FSDS is validated before deployment under realistic conditions to ensure functionality and usability.

   b. Consistent terminology and standard terms are used throughout all documents.

   c. A regularly updated glossary defines all significant terms, acronyms, and abbreviations.

   d. Documents are standardized in writing style, terminology, graphics, symbols, and formatting. Specific information types have consistent locations, units of measurement, and codes.

   e. The FSDS deployment is monitored to ensure appropriate and realistic use within the operational environment and benefit operational personnel.

   f. A formal feedback system gathers input from operational personnel for continuous improvement.

   g. An information gathering, review, distribution, and revision control system processes data from various sources, including regulatory authorities, manufacturers, and internal operations.

   h. Internal changes processed involve:

      i. New equipment installations.

      ii. Operational experience insights.

      iii. Policy and procedure adjustments.

   i. Certificate changes.

   j. Maintaining cross-fleet standardization.

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k. The FSDS is reviewed:

    i. At least annually.

    ii. After major events (e.g., mergers, acquisitions).

    iii. After technology changes (new equipment).

    iv. After regulatory updates.

l. New information communication methods are established based on urgency levels. A tracking system ensures personnel possess the latest updates.

m. The FSDS requires approval from GACA before implementation.

n. Management provides resources and support for maintaining the FSDS.

o. **Document Owners**: Ensure document accuracy, completeness, and accessibility.

p. **Operational Personnel:** Utilize the FSDS and provide feedback for improvement.

q. All personnel involved in the FSDS will receive training on its policies, procedures, and effective use.

r. This manual will be reviewed and updated regularly to reflect changes in regulations, industry best practices, and internal procedures.

2.5.2 Co-ordination With the Manual Owner

1. To produce error-free, quality manuals, the Documentation Personnel shall coordinate all documentation activity with the Manual Owner.

2.5.3 Responsibility

1. The Heads of Departments are responsible for identifying, producing, issuing, updating, recording, and storing documents that need to be controlled to ensure quality within their departments.

2. This shall be done in accordance with the procedures in this manual and shall be available for inspection or audit on request from the Safety and Quality Director or delegate.

3. The Safety and Quality Director has final authority over whether a document shall be controlled.

4. The FSDS is maintained by the Flight Operations Center Manager and actioned by his department.

5. The master copy of the latest version of each manual is maintained within the department computers with a back-up contained on external servers maintained by the IT department.

6. The Accountable Executive is responsible for the design and approval of the flight safety documents system and its effective implementation.

2.5.3.1 Manual Holder

Manual holder responsibilities in the FSDS include:

1. Maintaining the manual in good condition. Ensuring that any damaged or missing pages are replaced in a timely manner.

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2. Ensuring that manual amendments are incorporated immediately after receipt and that all pages contained therein are complete.

3. Ensuring that the instructions included in the revision transmittal sheet are followed and that the accompanying Acknowledgment Slip is completed and returned immediately to the FOC Department.

4. That adequate library controls are instituted to ensure that while the manual shall be readily available for the use of persons who may need to use it, access to it shall be controlled to protect the integrity of any confidential or proprietary information that may be contained therein from unnecessary disclosure, and that the manual is reasonably protected from inadvertent damage, loss, or theft.

2.5.4 Amendment Process

1. Examples of reasons for manual amendments are shown below, but not limited to:

   a. Changes in the GACAR regulations governing Air Operator Certificate operations or maintenance.

   b. Changes in the company's organization, organizational structure, policies, and procedures.

   c. Introduction of new/revised systems or processes; or introduction of new equipment.

   d. Changes in response to operating experience.

   e. Changes in the authorizations and/or limitations approved by GACA in Mukamalah Aviation AOC and/or Operations Specifications.

   f. Changes for the purpose of maintaining cross standardization with other departments or contracting organizations.

   g. Response to a Change Request Form as submitted by staff.

   h. Handwritten amendments and revisions are not permitted except in situations requiring immediate amendment or revisions in the interest of safety.

2. **Temporary revision:** in the interest of safety or whenever an immediate compliance is required, a temporary revision can be issued at the discretion of the document sponsor. However, in any circumstances, the temporary revision shall not contain any change that requires the advance approval/ acceptance of the GACA.

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2   DOCUMENT ADMINISTRATION AND CONTROL

2.6   DOCUMENTATION MANAGEMENT

2.6   DOCUMENTATION MANAGEMENT

This section introduces the documentation processes and procedures. It defines the system that controls the quality and currency of the information available to direct the operation to assure operational and airworthy activities are done in accordance with regulation, approved procedures and limitations, and industry best practices.

2.6.1   Types of Documentation

1.   All company documentation must be approved through the internal Company process. In addition, to the GACA approval process.

2.   The following types of documentation can be drafted using means elaborated in the below sections.

    a.   GACA Approved - Those publications that require documented approval by the GACA. The GACA approval is noted by GACA signature on the LEP.

    b.   GACA Accepted – These are publications where GACA can provide input and can object, but formal approval is not needed.

2.6.1.1   URL-Based Documentation

1.   Documentation that is available through the intranet, extranet, or internet-based resources; the controlled version of documents is always presented or displayed to users electronically. Such documentation is URL-based and is typically displayed as an HTML page.

2.   Characteristics:

    a.   Controlled content is displayed to users as a web page through an electronic medium.

    b.   Amendment to the document by the Company is not possible.

    c.   Listing of such documentation used by the Company.

    d.   OEM websites are used in operations and maintenance.

    e.   Documentation provided by Regulatory Authorities.

2.6.1.2   Software-Based Documentation

1.   Documentation available from software developed by the user or bought from commercial providers; the controlled version of documents is always presented or displayed to users electronically.

2.   Common identifiers of information in such programs are navigable frames or modules. These frames or modules can be mostly referred to by a path to, or a title of, the respective module.

3.   Characteristics:

    a.   Controlled content is displayed to users in various software applications through an electronic medium.

    b.   Amendment to the document is initiated by the Company but performed by another entity.

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2.6   DOCUMENTATION MANAGEMENT

    c.   Listing of such documentation used by the Company.

    d.   DMS – used for online management of company documentation.

    e.   Electronic Flight Bag solutions.

    f.   Flight planning solution.

2.6.1.3   Web manuals DMS System Description

Web manuals Document Management System (DMS) is used to control Company, Manufacturer, Vendor Manuals and User Guides. The documentation team and the Information Technology team will each ensure that the system:

1.   Is protected from viruses, malware, and other external threats.

2.   Is backed up daily, with backup media/files transferred offsite for recovery.

3.   Employs User and Security Policies that prevent unauthorized access, or modification of files.

4.   Has sufficient storage capacity to hold the required data.

5.   Provides both online and written user guides for the use of the system.

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2.6.2   General Instructions for Format and Style of Manuals and Forms

2.6.2.1   Layout and Specific Format for Manuals

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0.3 MULTILEVEL LIST AND BULLET POINT

Multilevel List

Here we demonstrate some List and sub-listings: Font "Optima Std Roman."

1. Style in Use: 1. Lvl1 List Para 1.

   a. Style in Use: a. Lvl2 List Para a.

      i. Style in Use: i. Lvl3 List Para i.

Bullet

Here we demonstrate a listing with bullet points:

- Style in Use: Bullet Pt Font "Optima Std Roman" Bold
  - Style in Use: Bullet Pt Lvl2 Font "Optima Std Roman"

0.4 REGULATORY REFERENCES

Style in Use: *GACAR Ref.* Font" Optima Std Medium" Font Size 9 pt.

0.5 EMPHASIS

Style in Use: *"Emphasis" Text to be used in the Style in use.*

0.6 NOTE

Style in Use: Note

0.7 INTENTIONALLY LEFT BLANK

Style in Use: **INTENTIONALLY LEFT BLANK** - Alignment Center

0.8 CAUTION

STYLE IN USE: BOXED CAUTION

Shading Color: Light Yellow: #FFE48F and Border Color: Black

0.9 WARNING

STYLE IN USE: BOXED WARNING

Shading Color: Rose: #FF8F8F and Border Color: Black

0.10 COLOR GUIDE

#B5B1A7	# 38332d

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2.6.2.2 Form

1. Forms are effective in controlling a process, gathering information, documenting a record, or providing instruction. Mukamalah Aviation form numbering indicates the division and general purpose of the form.

2. All forms must be prepared and maintained in conventional paper format (book form), eBook or other forms such as computer-based storage with an electronic image (electronic document). Anytime a GACA-approved form is printed it becomes uncontrolled.

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2.6.2.3   Table of Contents

1. Each manual should have a Table of Contents containing lists of the major topics with their respective page numbers.

<div align="center">

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</div>

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2.6.2.4 Revision Control

1. Each manual should be easy to revise. Also, each manual should contain a Record Highlight section, from which the user can readily determine whether the manual is current.

2. The layout of this page or section should preferably follow that of the table of content page, but it may be organized in any logical manner.

3. The control date of the most recent revision of each individual page must appear on each page. This table shown below, summarizes the major changes made to each revision, not all changes.

4. Throughout each review cycle, subsequent entries may change prior entries or proposed changes may be held, disregarded, and/or obsolete. This is a summary of input received throughout the duration. Changes throughout the manual are indicated by vertical revision bars.

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2.6.2.5   References

1.   Manuals must include references to specific regulations when appropriate.

2.   A reference to regulations or other material in manuals is appropriate when it is necessary to clarify the intent of the text or when it is useful to the user for looking up specific subject matter.

3.   References should not be made to advisory circulars, guidance material (GM), or preambles of any applicable regulations, as these sources are advisory and not binding in nature.

4.   Document owners should use caution when adapting the text of advisory documents into their manuals because the advisory text may not translate into a directive context.

2.6.2.6   Abbreviation, Acronyms and Definitions

1.   Significant terms, acronyms and abbreviations used in manuals will be defined in all manuals for ease of reference.

2.6.2.7   Grammar Concepts

The following grammar concepts should be adopted:

1.   Manuals and forms should be constructed using simple and understandable language with sentences kept short and to the point.

2.   Repetition should be avoided.

3.   Regulations must not be copied verbatim but must be tailored to the operation of the Company.

2.6.3   Document Revision Process

1.   The procedures outlined in this section detail the process of incorporating revisions into the DMS.

2.   Manual revisions may be required due to regulatory changes, self-disclosures (error/correction/improvement), technology changes, operational changes, organizational changes, or any of a multitude of factors.

3.   The policy and procedures contained in this chapter are focused on the activity of revising existing manuals.

4.   It is important that during the revision process all the requirements of this Manual are followed to assure a coordinated outcome compliant with regulation, that there are no unintended consequences, and all interfaces are addressed.

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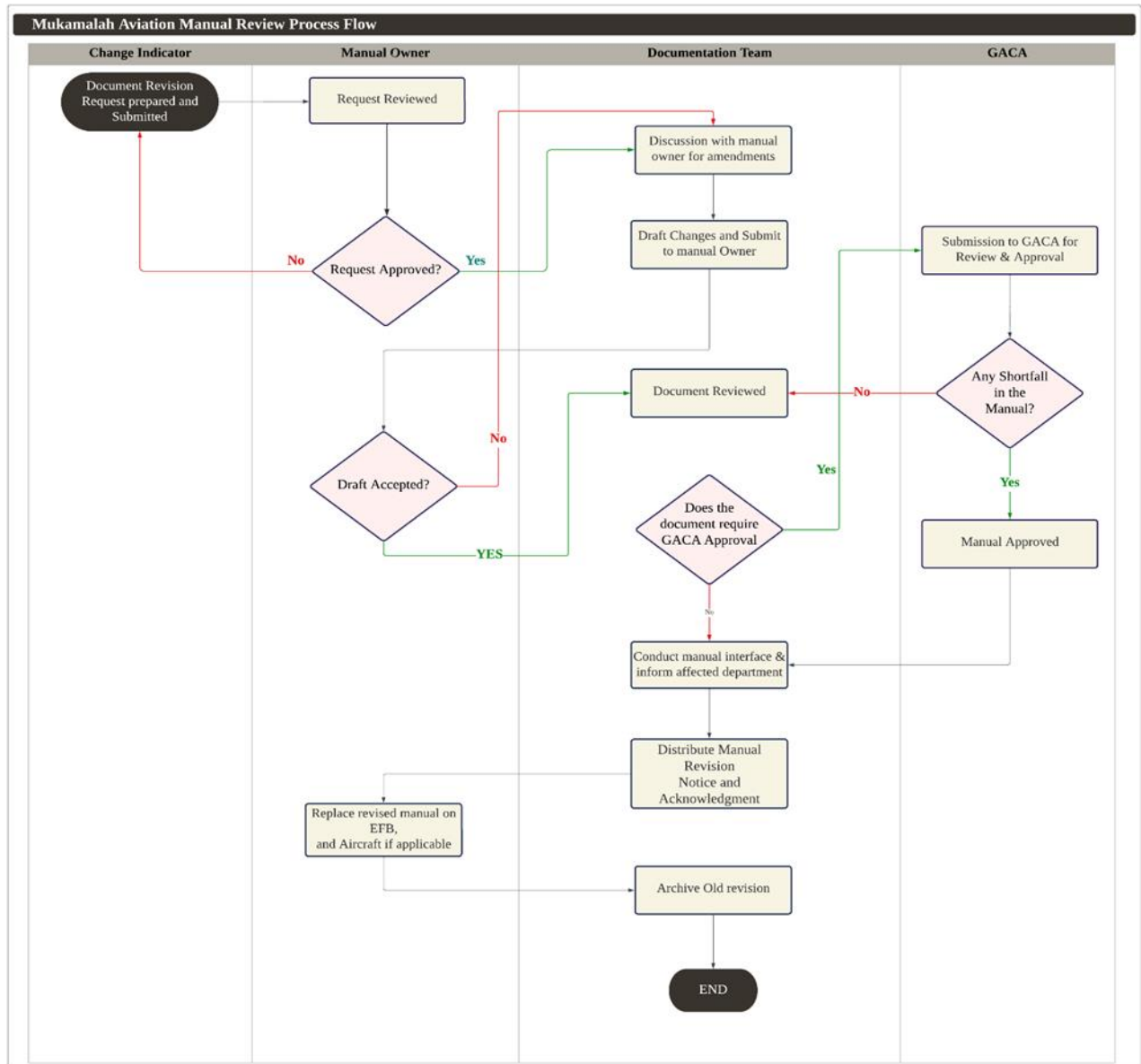
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2.6.3.1 Process Flow

Mukamalah Aviation Manual Review Process Flow

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2.6.3.2 Revision Incorporation

1. Manual revisions incorporate multiple changes including integrating all the Temporary Revision that have been issued along with other changes that have may not been distributed through the distribution process. Information from other Level 3 documents may also be incorporated.

2. There are several different actions taken when a manual is revised to provide visibility and controls of the information contained in the changes.

3. Visibility of change is provided using "change bars" throughout the manual to indicate what text is different from the previous version of the manual. This provides ease of visibility to the changed text. The Record of Revision will accompany all revisions to quickly identify the content on which the revision was created.

4. A control to assure the manual contains the latest information comes from a system of dating each page in the manual. If a page includes some change from the previous version of the manual, then the date on that page will change. The beginning of the manual includes the "List of Effective Pages" which includes the date that should appear on each page in the manual.

2.6.3.2.1 Change Bars

1. Vertical bars running along the text form, or figure on a page indicates some change since the previous version of the manual.

2. The bars are to be located so that they will be visible on the outside margin of the page when the manual is in printed format. This could include revision bars on both the left and right margins in the event technical publications technology is unable to determine which margin of a page will be the outside one. But the minimum requirement is for the bar to appear along the outside margin.

3. When a paragraph, table, form, or figure is removed from a page and there is no other change on the page, a change bar will be added to a small space where the material was removed.

2.6.3.2.2 Page Revision Control

When a new revision is issued, the revision number of the manual is changed, and the date of approval is changed. Any revised pages throughout the manual will include the new revision number and date in the top right-hand corner of the page.

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2.6.3.2.3 Control of the List of Effective Sections

The List of Effective Pages (LEP) at the front of the manual will be replaced with each revision. It details the revision level and date that corresponds to each page in the manual. The documentation team will review the manual pages and the LEP to ensure they coincide. Each page of the LEP includes an area for GACA to sign and will be stamped to indicate GACA approval or acceptance, as required.

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0.7 LIST OF EFFECTIVE PAGES

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Approved by:	
Name:	
Title:	
Sign & date:	
Stamp:	

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2.6.3.2.4 Record of Revision

Record of Revision is used to quickly identify the revision of the manual and its implementation. The Record of Revision page may not be all inclusive of the changes and does not prevent the manual holder from fully reading and understanding the content on each manual revision.

2.6.3.3 Documentation Access and Protection

All employees have access to relevant documentation using a dedicated company domain login ID and password.

2.6.3.4 Back-Up and Security

1. All departments will have a back-up for critical files and databases. DMS performs a scheduled generation of back-up of files stored in a dedicated cloud.

2. General policy dictates that all records and files on servers are backed-up at least once every 24 hours. In case of system failure, the concerned department may recover the last back-up file from the dedicated cloud server.

2.6.3.5 Documentation Retention

Each department shall retain their own manuals, forms, checklists, and other documents as per the table below.

Record	Retention Period
Crew and Dispatch Records	
Basic indoctrination training	Retain for the entire period of employment plus 6 months
Aircraft qualification (initial, upgrade, and transition)	Retain for the entire period of employment plus 6 months
Flight and duty time	18 months
Proficiency and route checks	3 years
Aircrew Program Designee (APD) designation	Retain for current aircraft or 3 years, whichever is longer
Check pilot training and authorization	Retain for current aircraft and previous aircraft or 3 years, whichever is longer

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Record	Retention Period
Instructor training	Retain for current aircraft and previous aircraft or 3 years, whichever is longer
Requalification training	Retain for current aircraft or 3 years, whichever is longer
Cabin crew member or dispatcher supervisor designation	Retain for the entire period of employment plus 6 months
Operating experience	Retain for current aircraft and previous aircraft or 3 years, whichever is longer
Route qualification	3 years
All other training	3 years
Required medical examinations	6 months
Employee Record	
Each action was taken in the release from employment	6 months
Each action was taken in the release for medical disqualification	6 months
Each action was taken in the release for professional disqualification	6 months
Operations Records	
Completed load manifest	3 months
Dispatch release	3 months
Fuel and oil records	3 months
Flight release	3 months
Airworthiness release	2 months
En-route certificate holder radio contact with pilots	30 days
Flight logbook records	3 months
Maintenance and Preventive Maintenance Personnel Records	
Training	2 years

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2.6.4   Documentation Review, Approval and Distribution

2.6.4.1   Documentation Review and Approval

Document review and approval shall be done by the Manual owner or his delegate and by the documentation team, for more details refer to section 2.6.3.1.

2.6.4.1.1   Common Language

All company manuals shall be prepared in the English language. Eventual references to other languages are allowed keeping in mind the necessity of English translation in such cases. The Security Manual must also be published in Arabic.

2.6.4.1.2   Source Reference Identification

1.   Regulated company manual shall be based on the following source references:

    a.   The Civil Aviation Act of the Kingdom of Saudi Arabia.

    b.   GACA Safety Regulations.

    c.   GACAR eBook.

    d.   Aviation Investigation Bureau Regulations (AIBR).

    e.   Operations Specifications.

    f.   Related OEM Documentation.

    g.   ICAO, IATA regulations, as applicable.

    h.   Other manuals within the company library.

2.   Each section of the company manuals shall refer to the appropriate section of the GACAR and/or the applicable reference if any.

3.   Each document owner is responsible for reviewing the above-mentioned resources to evaluate possible changes and assess the impact these changes may have on the content and meaning of the respective manuals.

2.6.4.1.3   Onboard Technical Documentation

Onboard technical information like FCOM, AFM, FCTM, etc. is kept on the company issued EFBs.

2.6.4.1.4   Temporary Revisions

1.   If a revision cannot await a manual revision, a temporary revision is issued. Temporary revision numbering system includes "TR" and the current revision and date of the manual for which the revision applies followed by a number indicating the sequence of TR since last revision of the manual.

2.   For example, MAC-ORG-CPM-M-1/TR0 identifies the department (FLT), the manual (M01), the year (2025), manual revision (01), and the fifth (5) Temporary Revision since revision 01 of the manual was issued.

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3. The temporary revision page numbering format coincides with the actual page number(s) in the manual. If the temporary revision's number of pages exceeds the number of existing pages to be replaced the additional pages will include the last page number and a sequential alphabet beside that page number. (i.e., 4-21a, 4-21b, 4-21c).

2.6.4.1.5 Revision of Forms

1. To update any form, the Document Revision Process is followed (refer section 2.6.3.1). All forms have the revision number mentioned by date in the top right-hand of the form in the format: MM.DDD.YYYY.

2. Revised forms will be available on the DMS as soon as they are approved.

3. When forms are revised, the sample contained in respective manuals will be updated.

4. Through the Document Revision Process, the Documentation team will include instructions to replace old copies of forms with new forms and will send updated copies of the forms to relevant personnel.

2.6.4.1.6 Notification of Revisions and Changes

1. When a new publication, revision or issue of the document is published and approved, DMS sends out a notification to all the document holders of the date and time when a new publication is becoming valid. The new revisions or changes will only be effective when:

   a. The new publication will become available on DMS.

   b. The new publication will be in the hands of all document owners (in case of no access to DMS).

2. Therefore, the day of effectivity will normally be later than the revision date and shall be discussed with the owner of the document and the Authority, if applicable.

2.6.4.2 Documentation Distribution

1. All company manuals are available on the DMS, and the information is readily available to anyone with a domain ID and a password.

2. There may be generic sign-in, and passwords provided where local management is authorized to pass along that information to persons (3rd Party/staff recruitment), they authorize for DMS access.

3. Where necessary, hard copy distribution is assigned to individuals or the aircraft.

4. Individuals are responsible for ensuring all revisions are processed in a timely manner in accordance with the Revision Control process. They may make their hard copy available to anyone in their work area at their discretion.

5. Revisions to aircraft copies will be coordinated by the Documentation team and the manual owner.

6. For documents distributed on EFBs, the recipient shall ensure acceptance and acknowledgement of the newly released document. It is the responsibility of the Documentation Team to ensure that the intended users of the document have acknowledged the receipt through the Web Manuals.

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2.6.4.2.1   Document Available Online

The documentation team shall upload the latest revision of documents to DMS as XML files. Documentation on DMS is accessible to all authorized users. The content in XML format may have the same look and content structure as a paper document.

2.6.4.2.2   Paper Distribution

1. The Documentation team, if necessary, distributes paper copies of manuals. A label on the front of the paper manual will include a unique control number and the statement, "Controlled by Company Publications". The control number ties that copy of the manual to the manual holder.

2. The Document Acknowledgment Form (Refer Appendix 4) is used to control hard copy distribution of manuals as well as revisions to the approved manual. It is used to close the loop to ensure each manual holder has the most current revision, temporary revision, or bulletin.

3. Upon receipt of a new manual or revision, the manual holder should read the Document Acknowledgment Form, sign, and return it to the Documentation team within 10-days Initial receipt of manuals is determined by the manual holder's signature on the Document Acknowledgment Form.

2.6.4.2.3   User Responsibility

Required information contained in a controlled paper manual, or from the DMS may be printed, copied, or downloaded to a computer in whole or in part. However, the user is responsible to assure the currency of that information before each use. They are encouraged to destroy the paper or delete the information once the task is complete. It is the responsibility of all document holders to ensure they have the most current revisions.

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2.7 EXTERNAL DOCUMENTATION

2.7.1 Delivery of External Documentation

1. Publications and documents received from the General Authority of Civil Aviation and other regulatory agencies/authorities, manuals and documentation received from the original equipment manufacturers are reviewed on a regular basis by the respective department.

2. A log of such a review shall be considered as a control tool. However, any publication provided by the manufacturers and/or regulatory Authority (s) through the Internet shall be checked via their respective websites, with the username and password provided. Review timelines are specific to each external document as follows:

    a. GACA, and other applicable regulations to be reviewed on a weekly basis by the Safety and Quality department..

    b. Airworthiness Directive to be reviewed by the Technical Operations department on a bi-weekly basis.

    c. Manufacturers Aircraft Flight Manual (AFM), including Performance data, Weight and Balance Data/manual, Checklists and MEL/CDL to be reviewed by the Flight Operations Department on a bi-weekly basis.

    d. Other Manufacturers' Operational Communication to be reviewed by applicable departments on a bi-weekly basis.

3. It is the responsibility of the respective departments nominated personnel to monitor OEM updates and notify respective users. Employees also use other external documentation based on subscription (Jeppesen charts, AIP, ICAO Documents, etc.). These manuals are distributed directly to the respective departments.

4. A list of external documentation required by Operations and Maintenance shall be available in the company's corporate library and published via DMS.

5. Any department dealing with external documentation shall document and introduce a process for external documentation acceptance, revisions, storage, and disposal.

2.7.2 Interface Procedures

Documentation is received from external sources (e.g., GACA, OEM, Jeppesen, etc.), for this purpose, the respective department is responsible for creating separate interface procedures to ensure the on-time delivery of external documentation to cover their internal requirements. Such procedure shall ensure that in case of change, breakdown, or discontinuity in the interfaced activity, proper actions will be taken to ensure safe operations

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2.8 PUBLICATION QUALITY ASSURANCE

2.8.1 Controls

The quality of the documents contained within the DMS is controlled through several different methods and programs. The process and procedures outlined in this section represent a control which can be adopted by all manual owners. Forming a team which includes Manual Owners, SMEs, and documentation team is desirable to implement publication control.

2.8.1.1 Periodic Meeting

Periodically, all Mukamalah Aviation Manual Owners will attend a publication meeting. During the meeting, the attendees will:

1. Review all action items from the previous meeting.

2. Review all documented findings, or irregularities submitted since the last meeting.

3. Discuss possible impact on other departments.

4. If findings, or irregularities, require a procedural change, the Document Revision Process (refer section 2.6.3.1) will be followed.

5. Recommend an action plan or corrective action for each remaining open finding, or irregularity.

6. Close out findings, or irregularities, that require no further corrective action.

7. Assign an action item to the appropriate department head for open findings, or irregularities.

8. Ensure that all relevant information is documented and maintained on file with the Quality Department.

9. Carry forward open findings, or irregularities, to the next meeting.

2.8.2 Measures

2.8.2.1 Aircraft Documentation Control Process

1. Company aircraft are required to have specific manuals, charts, and forms available during all phases of the flight (aircraft library). These manuals may be in hard copy or an approved electronic form. The manual owner and Documentation team are responsible for ensuring that each aircraft is updated with the latest revision.

2.8.2.2 Process

1. Aircraft documentation will be updated using the following process:

    a. When manual revisions occur, the Documentation team will crosscheck the aircraft's mandatory documentation list to see if the manual revision affects the manuals in the aircraft library.

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b. If the revision affects the aircraft library, the Documentation team will distribute copies of the revision to the Base Station personnel who will be responsible for ensuring the revisions are properly filed on all company aircraft.

c. The manuals will be updated, and the Revision Acknowledgment completed and returned to the Documentation team.

d. The Documentation team will advise the OCC of the revision status onboard the aircraft. Flight Operations Procedure

2. After receiving notification from the documentation team, dispatch will update the latest publications revisions list on the EFB. The crew will cross check the list and ensure they have the latest revision. If any discrepancies are found, the Pilot in Command will contact the Dispatcher on Duty.

2.8.3   Self-Audit Procedures

1. On at least an annual basis, the Documentation team will advise all manual holders, who have been issued hard copy manuals, to audit their manuals against the DMS.

2. Each manual holder must review and compare the revision status of the manuals assigned to them, to DMS (e-copy) using the Record of Revision, Record of Temporary Revisions, and List of Effective Pages.

3. Any discrepancies must be shared with the Documentation team.

4. The manual holder may update the manual using the DMS to extract the necessary pages or request the pages or manual reissue from Documentation team.

5. The request is sent via mail regardless of which action is taken, if no discrepancies are discovered, the manual holder will revert to the Documentation team with zero discrepancy.

6. The Documentation team will maintain a tracking system to ensure all audits are complete and a database of findings to evaluate the effectiveness of the DMS.

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2.9 RECORD KEEPING

2.9.1 General Requirements

The system addresses the management and control of all records associated with operations including personnel training records. It also includes any other records that document the fulfillment of operational requirements (e.g., aircraft maintenance, operational control, operational security). All records need to be:

1. Identifiable.

2. Legible.

3. Well maintained.

4. Retrievable.

5. Under protection and security.

6. Obsolete records can be disposed of, deleted (electronic records), and archived.

2.9.2 Working with Records

Mukamalah Aviation records are maintained by the respective departments. Specific rules for the management of records are described in their respective departmental processes.

2.9.3 Document Identification Number

1. Manuals are numbered as per department, the Documentation Team is responsible for assigning the manual document reference numbers; numbers are assigned sequentially and may only be used once, i.e., numbers cannot be reused even if a manual is eliminated or incorporated into another one. The document reference number are based the document's ownership, certificate applicability (if there is any), name, type and issue and/or revision numbers.

2. For example, MAC-FLT-121U-OMA-1/0, identifies the company's name (MAC; Mukamalah Aviation Company), document owner or department (FLT; Flight Operations Department), operating certificate, if applicable (121U; 121 Unscheduled Operations), the manual (OMA; Operations Manual Part A), document type (M; Manuals), document issue number (01)/revision number (0).

ORGANIZATION - ORG		
Manual Title	**DOC. CODE**	**DOC. REF**
Corporate Policy Manual	CPM	MAC-ORG-CPM-M-1/0
Quality Management Manual	QMM	MAC-ORG-QMM-M-1/0
Safety Management Manual	SMM	MAC-ORG-SMM-M-1/0
Problematic Use of Psychoactive Substances	PUPSP	MAC-ORG-PUPSP-M-1/0
Dangerous Goods Manual	DGM	MAC-ORG-DGM-M-1/0
Emergency Response Manual	ERM	MAC-ORG-ERM-M-1/0

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Cabon offsetting and reduction scheme for international aviation program	CORSIA	MAC-ORG-CORSIA-M-1/0

FLIGHT OPERATIONS – FLT		
Manual Title	**DOC. CODE**	**DOC. REF**
Operations Manual – General Part A	OMA	MAC-FLT-121U-OMA-1/0
Operations Manual – A/C Operating Info Part B	OMB	MAC-FLT-121U-OMB-1/0
Operations Manual – Area Routes & Aerodrome Part C	OMC	MAC-FLT-121U-OMC-1/0
Operations Manual – Training Part D	OMD	MAC-FLT-121U-OMD-1/0
Operations Manual – Electronic Flight Bag Part F	OMF	MAC-FLT-121U-OMF-1/0
Special Operation Manual	SOM	MAC-FLT-121U-SOM-1/0
Fueling / Defueling Manual	FM	MAC-FLT-121U-FM-1/0
Aircraft De-icing & Anti-icing Manual	ADAM	MAC-FLT-121U-ADAM-1/0

MAINTENANCE – MNT		
Manual Title	**DOC. CODE**	**DOC. REF**
General Maintenance Manual	GMM	MAC-MNT-121U-GMM-M-1/0
Reliability Control Program	RCP	MAC-MNT-121U-RCP-M-1/0
Continuous Analysis and Surveillance System	CASS	MAC-MNT-121U-CASS-M-1/0
Maintenance Training Program	MTP	MAC-MNT-121U-MTP-M-1/0
Aircraft Maintenance Program	AMP	MAC-MNT-121U-AMP-M-1/0
Minimum Equipment List & Config Deviation List	MEL/CDL	MAC-MNT-121U-MEL-M-1/0
Non-Essential Equipment & Furnishing	NEF	MAC-MNT-121U-NEF-M-1/0

OTHER DIVISIONAL MANUALS
GROUND OPERATIONS – GRH

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Manual Title	DOC. CODE	DOC. REF
Ground Operations Manual	GOM	MAC-GRH-121U-GOM-M-1/0
Carry-on Baggage Program	CBP	MAC-GRH-121U-CBP-M-1/0
Exit Seating Program	ESP	MAC-GRH-121U-ESP-M-1/0
Mass and Balance Control Program	MBCP	MAC-GRH-121U-MBCP-M-1/0
CABIN (CAB)		
Manual Title	DOC. CODE	DOC. REF
Operations Manual – Cabin Crew Operations	OME	MAC-CAB-121U-OME-M-1/0
DISPATCH (DSP)		
Manual Title	DOC. CODE	DOC. REF
Flight Dispatch Manual	FDM	MAC-FLT-121U-FDM-F01/0
SAFETY (SMS)		
Manual Title	DOC. CODE	DOC. REF
Flight Data Analysis Program	FDAP	MAC-ORG-FDAP-M-1/0
SECURITY -SEC		
Manual Title	DOC. CODE	DOC. REF
Air Operator Security Program (English)	AOSP-E	MAC-SEC-121U-ENG-M-1/0
Air Operator Security Program (Arabic)	AOSP-A	MAC-SEC-121U-ARB-M-1/0

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3. PERSONNEL POLICIES AND PROCESSES

3.1 LOCAL LAWS AND REGULATION

3.2 HR POLICY AND PROCESS

3.2.1 Anti-Discrimination and Harassment Policy

3.2.2 Equal Employment Opportunity Policy

3.2.3 Hiring and Selection Process

3.2.4 Disciplinary Procedures

3.2.5 Performance Appraisals and Promotion

3.2.6 Resignation

3.3 INITIAL AND CONTINUING EDUCATION

3.4 FITNESS FOR DUTY

3.5 CODE OF CONDUCT

3.5.1 Dress Code

3.5.2 Attendance And Punctuality

3.5.3 Social Media Policy

3.6 CONFIDENTIALITY AND DATA PRIVACY POLICY

3.7 INFORMATION TECHNOLOGY POLICY

3.8 HAJJ AND UMRAH OPERATIONAL CONTINUITY POLICY

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4.1	**GENERAL**

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4. OUTSOURCE SERVICE PROVIDERS

4.1 GENERAL

Mukamalah Aviation is committed to providing safe, reliable, and efficient air travel services. This policy outlines the guidelines and procedures for utilizing outsource service providers (OSPs) to supplement our internal capabilities while maintaining the commitment and adhering to all relevant regulations.

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4   **OUTSOURCE SERVICE PROVIDERS**

4.2   **SCOPE**

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4.2   SCOPE

This policy applies to the selection, engagement, management, and termination of OSPs for all non-core airline operations. This includes, but is not limited to:

1. Ground handling (e.g., baggage handling, aircraft cleaning).

2. In-flight catering services.

3. Information technology (IT) services.

4. Maintenance, repair, and overhaul (MRO) services.

5. Security services.

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4.3   SELECTION & APPROVAL PROCESS

1.   **Assessment:** Identify specific needs and services requiring outsourcing.

2.   **Vendor identification:** Conduct thorough research and due diligence to identify qualified OSPs with a proven track record of safety, quality, and performance.

3.   **Evaluation and selection:** Develop a comprehensive selection process based on pre-defined criteria like:

   a.   Safety record and regulatory compliance.

   b.   Financial stability and experience.

   c.   Insurance coverage and risk mitigation processes.

   d.   Quality management systems and performance metrics.

   e.   Reference checks and past performance evaluations.

4.   **Contract negotiation:** Negotiate a comprehensive contract outlining:

   a.   Scope of work and performance expectations.

   b.   Service level agreements (SLAs) with clear performance indicators.

   c.   Pricing and payment terms.

   d.   Insurance and liability requirements.

   e.   Confidentiality and data security provisions.

   f.   Termination clauses.

5.   **Management approval:** Obtain necessary approvals from relevant internal departments (e.g., legal, finance, operations) before finalizing the contract.

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4.4 MANAGEMENT & OVERSIGHT

1. **Performance monitoring**: Establish a system for ongoing monitoring of OSP performance against agreed-upon SLAs and contractual obligations. This includes regular audits, performance reviews, and data analysis.

2. **Communication and collaboration**: Maintain open and transparent communication with OSPs to foster positive working relationships, address concerns, and ensure continuous improvement.

3. **Risk management**: Implement risk mitigation strategies to address potential issues related to outsourcing, such as:

   a. Dependence on a single OSP.

   b. Quality and safety lapses.

   c. Security breaches.

   d. Financial instability of the OSP.

4. **Compliance**: Ensure compliance with all applicable laws, regulations, and industry standards related to outsourcing activities.

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4.5 CONTRACT TERMINATION

Mukamalah Aviation reserves the right to terminate a contract with an OSP in case of:

1. Non-compliance with contractual obligations, including performance and safety standards.

2. Breaches of confidentiality or security regulations.

3. Financial instability or insolvency of the OSP.

4. Changes in Mukamalah Aviation business needs.

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4.6 RECORDS MANAGEMENT

Maintain accurate and comprehensive records of all OSP activities, including:

1. Selection process documents.

2. Contracts and agreements.

3. Performance monitoring reports.

4. Communication logs.

5. Audit and review reports.

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4	**OUTSOURCE SERVICE PROVIDERS**
4.7	**TRAINING & AWARENESS**

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4.7   TRAINING & AWARENESS

Conduct training programs for relevant personnel to equip them with the knowledge and skills for effective OSP management.

Raise awareness among employees regarding the importance of adhering to this policy and procedures.

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4   OUTSOURCE SERVICE PROVIDERS

4.7   TRAINING & AWARENESS

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5. APPENDICES

5.1 APPX. 01 PROCESS FOR DELEGATION OF AUTHORITY

5.2 APPX. 02 PROCESSES FOR MANAGEMENT REVIEW MEETING

5.3 APPX. 03 REVISION REQUEST FORM

5.4 APPX. 04 DOCUMENT ACKNOWLEDGEMENT FORM

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