# Quality System

## Chapter 3

**This Page Intentionally Left Blank**

**Table of Content**

# Chapter 3 Quality System

## 3.1 Definitions

1) **Accountable Executive:** One who is acceptable to the national authority (ECAA) and has corporate authority for
2) Ensuring that all operations and maintenance activities can be financed and carried out to the standard required by the Authority, and any additional requirements defined by Nesma Airlines.
3) **Audit:** A systematic, independent and documented process for obtaining audit evidence and evaluating it
4) Objectively to determine the extent to which regulatory and policy criteria are fulfilled.
5) **Auditor:** A person with the qualification and competence to conduct an audit.
6) **Audited:** The department or organization upon which the audit is conducted.
7) **Controlled Document:** A Document registered, (with details such as name of issuing authority, owner of the
8) Document), issued and amended from time to time by the Document Owner through the Library.
9) **Document Control:** Control by the Document Owner of the contents of a document and its amendments, together
10) With library control of the registration and issue of document copies and their amendments, so as to ensure that only current, valid information is in general use, and that obsolete documents are withdrawn.
11) **Document Owner:** The author or editor, or sponsor of a document responsible for the integrity of the contents of the master copy of a document and its amendments.
12) **Document Sponsor:** A person within the organization who is made responsible for monitoring the integrity of the
13) Contents of an external document that is controlled externally e.g. Manufacturers manuals. The sponsor is primarily responsible for liaison with the 'external owner' and requesting amendments and changes.
14) **Document Custodian:** The person who receives a copy of a document from the Library by signing the Library
15) Register, and is thereafter responsible for the safekeeping, currency of amendment, and final return of the document.
16) **Follow-Up Audit:** An audit conducted when it is necessary to verify that corrective action was carried out after the initial audit, and that it was effective.
17) **Non-Conformance**: Evidence of a condition not in accordance with a specified requirement.
18) **Procedure:** The set of activities written in accordance with the company plans and policies to ensure consistency and efficiency of work in an organization.
19) **Process:** Well-defined and controlled activities that turn an input (in the form of materials and/or information) into an output to the customer in the form of material and /or information.
20) **Process Owner**: An individual who has the authority to resolve issues and is responsible for corrective action within his department.
21) **Quality: Degree** to which a set of inherent characteristics fulfills requirements.
22) **Quality Control:** A part of quality management focused on fulfilling requirements.

23) **Quality Assurance:** A part of quality management focused on providing confidence that quality requirements have been, or will be fulfilled.
24) **Quality Management:** The coordinated activities that direct and control an organization towards the achievement of set standards and quality objectives.
25) **Quality Document:** A Quality document describes work processes or procedures or records results that are related to the safety of operations or the efficiency and standard of work.
26) **Quality Evaluation:** A comprehensive, systematic, and documented review by the Accountable Executive and the safety & Quality Director: of the quality system, operational policies, and procedures

## 3.2 Corporate Policy

The Corporate Policy Statement is a commitment by the CEO indicating the intention to achieve of the Quality System.
A formal written Corporate Policy Statement is established (QM).Company Quality System shall monitor the attainment of, and continual compliance with, EGYPTIAN CAA and additional Company specified procedures implemented to enhance operational safety standards.
The Accountable Executive has overall responsibility for the Company Quality System. The management of the EGYPTIAN CAA Quality System, including the frequency, format and structure of the internal management evaluation activities, is delegated to the Quality Manager. The company designated Quality Manager 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. The system of quality control is included in the Co.

### 3.2.1 Quality Standards

Nesma Airlines quality standards are defined according to the management policy.
These standards are the basis of a safe and efficient operation, and a commitment to the continual improvement of the operational standards.

### 3.3 Auditors

Auditors shall be nominated to carry out regular checks of pre-flight planning, returned flight documentation, flight and duty time records and technical documentation. Appropriate flying personnel (E.G Chief Pilot, nominated accompany a selection of routine flights to confirm that normal operating and flight deck procedures are being followed).

### 3.4 Discrepancies

Any discrepancies noted in the course of this monitoring are to be reported to the appropriate Head of Department, with recommendations of any corrective action that may be required.

### 3.5 Quality Assurance Program

Ref: (Corporate Manual Ch.3)

#### 3.5.1 Purpose

Nesma Airlines applying a quality assurance program that provides for the auditing and evaluation of the management system, and of operations and maintenance functions, to ensure the organization is:

**i)** Complying with applicable regulations and internal requirements;
**ii)** Satisfying stated operational needs;
**iii)** Identifying areas requiring improvement;
**iv)** Identifying hazards to operations

#### 3.5.2 Scope

Audits are conducted on functions throughout the organization that are relevant to the safety, quality and security of operations. Operational functions include:

1. flight operations,
2. operational control/flight dispatch,
3. maintenance operations,
4. cabin operations,
5. Ground handling.
6. Security operations

- Audit program designed as a combination of centralized audit program, and an individual audit program in maintenance department this permits flexibility in the implementation of the quality assurance program:
- The quality assurance program is structured for safety assurance as well, such program is considered part of the continuous improvement element of the SMS .Information gained from quality assurance audits is used in the management of operational risk. Additionally, the quality assurance program is structured to serve as a safety performance monitoring and measuring activity in an SMS.
- IOSA Standards and Recommended Practices incorporated in the system through using IOSA check lists to ensure appropriate operational areas are audited in accordance with IOSA program requirements.
- The audit program includes:
  - Audit initiation, including scope and objectives;
  - Planning and preparation, including audit plan and checklist development;
  - Observation and gathering of evidence;
  - Analysis, findings, actions;
  - Reporting and audit summary;
  - Follow-up and close out.

### 3.5.3 Responsibility

- The Safety and Quality Director is appointed to oversee the implementation of the activities and processes associated with the quality assurance program and have direct lines of communication to senior management to ensure the efficient reporting of safety and security issues, and to ensure such issues are appropriately addressed.
- Operational managers have direct responsibility for the safety and security of operations, and therefore always have the authority to develop and implement corrective action as necessary to address audit findings in their respective areas of operations.
- Operational managers have direct responsibility to ensure corrective actions taken consider the root because determined and preventing reoccurrence of the finding.

### 3.5.4 Executers

- Quality audit principles forbid an auditor from auditing his or her own work area (independency).
- Safety/Quality director to assure that all the members of the auditing team are familiar with the quality assurance program and they are aware of the significant problem areas by making available for them the reports/findings /corrective actions from the historical files.
- Effectively of the auditor ethics would require auditors:
  - to act in a strictly trustworthy and unbiased manner in relation to both Nesma airlines and any other organization or area involved in an audit performed by them;
  - to disclose to the Safety and Quality director any relationship they may have with the organization or department to be audited before undertaking any audit function in respect of that organization/department;
  - Not to accept any gift, commission, discount or any other profit from the organization/ department audited, from their representatives, or from any other interested person.
- Audit will be accomplished either by a single auditor or auditing team according to the scope of the auditing and the size of the Auditor / auditing team assigned by Safety / Quality director
- The Safety and Quality department will issue the company authorized auditors list signed by the safety and quality director. The list will be subjected to review every six months or be updated according to any personnel employment change.
- The audit will be done by an (Auditor) who is functionally independent from operational areas to be audited.

### 3.5.5 Monitoring and Corrective Action

- Safety and Quality director is responsible for the audit planning process which includes the sufficient resources required to ensure:
  - **i)** Audits are scheduled at intervals to meet regulatory and management system requirements, generally, internal audit is planned on 6-8 month basis, and external and subcontractors audit is planned on 12 month basis;
  - **ii)** Audits are completed within a specified time period Audit Plan; Refer to Corporate Manual
- **Scheduled audit:**
  The safety and Quality Director shall approve the safety and quality department's issued annual audit plan on form F 390 during the month of July of each year for the planning of annual audit for the following year that the plan includes an audit of all activities of the company every six months, taking into account the following:
  - Results of previous audit.
  - Degree of importance of the activity.
  - Any change that have occurred in the quality system.
  - Any inputs received.
- **Unscheduled Audit:**
  Quality assurance program carried out outside the annual plan in the event of any change in the quality management system or the presence of important recommendations and the discovery of an urgent or non-conformity;
- **Preparation of the audit**
- Auditors prepare for an audit of a particular area of operations by:
  - Define audit objectives that address ongoing compliance with regulatory requirements and Nesma airlines standard.
  - Considers relevant operational safety or security events that have occurred
  - Conducting research into any relevant incidents or irregularities that may have occurred;
  - Reviewing reports from previous audits.
  - Gather sufficient evidence to produce realistic assessments during an audit,
  - Prepare the audit documents: (Audit checklist F391, Corrective action request F392, Audit report form F393, Corrective Action Plan (CAP) form F394)
  - Prepare the safety and quality departments audit checklists which consist of IOSA checklist in addition to the other checklists prepared on form F391 for different activities.
  - Audits will be conducted according to Annual audit plan (form F390)
  - Opening meeting requirements
- The auditor will implement the audit to cover all activities in accordance with the checklist
- If more than one auditor is conducting the audit, all finding must be grouped and accepted as such by the team leader, who decides also the importance level of the finding.
- In case of any non-conformity the auditor recording the finding with witnessing in the corrective action request form F392 and Audit report form F393

- **The opening meeting**:
  The meeting at the beginning of the on-site assessment phase of the Audit that permits the Audit Team to discuss with the audited the Audit Program and other arrangements, activities and information relevant to the conduct of the Audit.
- **The closing meeting:**
  The formal meeting at the conclusion of the on-site assessment phase of an Audit that permits the Audit team to discuss with the audited information relative to Findings and Observations, the Corrective Action Plan (CAP) form F394 and other subjects relevant to the audit process.

### 3.6 Quality Assurance responsibilities For Sub-Contractors

**Ref: Corporate Manual Ch. 3**

Nesma Airlines may decide to sub-contract out certain activities to external agencies for the provision of services related to areas such as:

1. Maintenance;
2. Ground handling;
3. Performance calculations;
4. Training;
5. Manual preparation;
   - **a.** When using sub-contractors the responsibility for quality of the product or service remains with the airline. There should be a written agreement between Nesma Airlines and the sub-contractor that clearly defines the responsibilities. That part of the sub- contractor's activity contained within the agreement should be included in the operators Quality Assurance Program.
   - **b.** Nesma Airlines shall ensure that the sub-contractor has the necessary authorization or approval when required, and commands the resources and competence to undertake the task. If Nesma Airlines requires the subcontractor to conduct activity which exceeds the sub-contractor's authorization or approval, Nesma Airlines is responsible for ensuring that the sub-contractor's quality assurance takes account of such additional requirements.

### 3.7 Control of Documents

Ref: Corporate Manual Chapter 2

#### 3.7.1 Purpose

- The purpose of document control is to ensure that the necessary, accurate and up-to-date documents are available to those who need them to include, in case of outsourced operational functions, employees of external service providers.
- Operations Department is committed to comply with Nesma Airlines Document Control program in accordance with Corporate Manual Chapter 2 for the management and control of cabin operations documentation and/or data used directly in the conduct or support of operations.
- Controlling our documentation will ensure that all staff have the right information available to them all the time allowing them to perform their role fully, thus facilitating smooth and compliant operations.
- The importance of reference documentation, data and the control of this information is vital to the smooth, safe operation at Nesma Airlines and the maintenance of regulatory compliance.

All information whether received or issued internally or externally which has an impact on safe operations and the airworthiness of Nesma Airlines aircraft will be accurately documented and are readily available for all relevant staff to refer to.

#### 3.7.2 Scope

Operations Department ensures management and/or control of flight operations documents used in the conduct or support of operations through review procedures. The review procedures should ensure that every manual:

**i)** Contains legible and accurate information;
**ii)** Is presented in a format appropriate for use in operations;
**iii)** If applicable, is accepted or approved by the Authority.
**iv)** In accordance with ECAA Advisory Circular # 00-10 for Human factor requirements Management and control of documents covers all the documents issued by Nesma Airlines and includes but not limited to,
  - Operations Manuals (flight, dispatch, cabin, ground)
  - Training manual

The following documents from external sources are controlled by Nesma Airlines and includes as a minimum:

**i)** Regulations from ECAA and other states relevant to operations, as applicable; (applicable regulations imposed on Nesma Airlines by other states)
**ii)** Airworthiness Directives;
**iii)** Aeronautical Information Publications, including NOTAMS;
**iv)** Manufacturer's documents:
  - Approved Flight Manual (AFM), including performance data and CDL items.
  - Flight Crew Operating Manual (FCOM),
  - Weight and balance data/manual,
  - Checklists and MMEL;
  - QRH and FCTM

**v)** Other manufacturer's operational communications, as applicable.

**vi)** (Bulletins or directives distributed by the manufacturer for the purposes of amending aircraft technical specifications and/or operating procedures).

**vii)** As applicable ICAO international standard and recommended practices

### 3.7.3 Responsibilities of the Director of Operations

1. Identifying, approving the contents of and revisions to each controlled manual.
2. Reviewing, administering and controlling the contents and procedures for each manual and revision as necessary to maintain the currency of information contained in documents;
3. To have an organized retention of applicable documents &information that permits easy reference and accessibility, the retention period shall be according to statuary and regulatory requirements.
4. Availability of the current version of applicable operations, maintenance and security manuals:
   a. In appropriate areas of the organization.
   b. To external service providers that conduct outsourced operational functions effective control
5. Identification and control of obsolete and/or reproduced documents and coordination with quality department for disposal
6. Retention and dissemination of documentation received from external sources, to include manuals and documents from regulatory authorities and original equipment manufacturers. Including a process of prompt distribution to relevant and interested parties.
7. Expeditious dissemination of safety critical operational information (e.g. alerts, interim manual revisions & temporary bulletins) to appropriate personnel.

#### 3.7.3.1 Library Keepers' Responsibilities

In addition to the above responsibilities:

- Responsible for reviewing, administering and controlling the contents of the library.
- Apply documents control program on al library inclusions, internally or externally originated to ensure:
  1. Documents are examined and approved for adequacy prior to use.
  2. Documents are reviewed and updated as necessary.
  3. Changes and current revision status are identified.
  4. Documents of external origin are identified and their distribution is controlled.
  5. Documents are checked to verify they remain legible and readily identifiable. Documents are maintained, identified, revised, distributed, accessed, presented, and retained.
- Controls manuals loans for the company personnel.
- Keep records of the manuals included in the library.
- Ensure the security of the library contents.
- Coordinate for obsolete documents disposition with the quality department.

#### 3.7.3.2 Libraries

1) Company electronic library:
   Accessed through the company server, each department will provide the IT office with a Controlled copy of its documents (mentioned in the manual distribution list) include the manual latest revision and latest approval.
2) Operations library:
   Controlled by the operations department document control responsible under the supervision of the operations department director, the library is located at the Operation Library in Charge office.
3) Technical Library

#### 3.7.3.3 A/C library (ECAR 91-203)

Refer to 8.1.12. Onboard Library

### 3.7.4 Documentation Management & Control

Refer to Corporate Manual ch.2

## 3.8 Control of Records

Reference: Corporate Manual Ch. 3

### 3.8.1 Purpose

The purpose of record control is to control of operational records to ensure the content and retention of such records is in accordance with requirements of the Authority, as applicable, and to ensure operational records are subjected to standardized processes for:

- **i)** Identification;
- **ii)** Legibility;
- **iii)** Maintenance;
- **iv)** Retrieval;
- **v)** Protection and security;
- **vi)** Disposal, deletion (electronic records) and archiving.

Maintaining records in electronic files is a reliable and efficient means of short and long-term storage. The integrity of this type of record-keeping system is ensured through secure, safe storage and backup systems.

### 3.8.2 Scope

all records associated with operations, which includes personnel training records, and also includes any other records that document the fulfillment of operational requirements (e.g. aircraft maintenance, operational control, operational security). In an electronic records system, record files are managed and controlled (i.e. created, maintained, identified, updated, accessed, retained and deleted) using computer systems, programs and displays (e.g. a web-based system).To preclude the loss of records due to hardware or software failures, an electronic system is Programmed to create backup files on a schedule that ensures records are never lost. Typically, an electronic system provides for file backup on a daily basis

### 3.8.3 Responsibility

All Nesma Airlines departments and sections are responsible of the implementation of the records control program.

### 3.8.4 Records Management

- All Nesma Airlines records to be recorded on the forms assigned to them, these records are issued and modified according to the activities & procedures operational requirements included in the departments documents (manuals).the forms will be identified by form number, title, issue number , issue date and the concerned department.
- Records /files shall be subjected to reviewing at least once a year (internal audit) for checking updating requirements. These updates will be reflected by changing the issue/revision number and the issue/revision date of the concerned form.
- Records/files to be maintained for a retention period related to each department compliance with its regulatory requirements, these retention periods shall be included in the department's manual, (Quality Management System records retention period shall be for 5 years prior to disposal).
- Disposal of records / files exceed the retention period (in accordance with ECAA requirements and company standards) and have no more retention requirement will be done after coordination between the concerned department and the quality department to be disposed through shredding machine for hard copies or through destroying in coordination with IT department for soft copies.
- Legal status and training records / files shall be kept permanently.
- All records shall have Legibility, updated and have signatures.
- All the records /files will be kept in suitable retention units.
- Nobody is allowed to make any deletion / correction for any statement using erasers or Corrector pen and when there is a need to correct the statement write an X on the statement, then write the required correction and put your signature or stamp beside it, errors that are corrected shall remain readable and identifiable, every department shall comply with the state regulations concerning the procedure of correction or deletion which applied to the records /files used by this department. The specific procedures shall be mentioned in the department's manual.
- Each department / section in the company shall establish an organized procedure for records / files ease of retrieval and retention of records according to its applications. This procedure may be applied according to the subjects, dates of issue… etc. a list of the contents of each record / file is placed on the cover of the file and any new record shall be added.
- All quality Management System records / files are subject to annual reviews.
- Electronic system data (if applicable) used for the management and control of records shall be backed -up regularly with a memory keeping media every 24 hours and a continuous backup system is to be updated daily& shall be stored in a safe place away from the area in which the original co

**Intentionally Left Blank**

# Crew Management

## Chapter 4