

CÔNG TY CỔ PHẦN HÀNG KHÔNG TRE VIỆT



SỔ TAY CHẤT LƯỢNG QUALITY MANUAL

Manual Code: BAV-QM
Issue Number: 03, Issue date: 27 Dec 2021
Revision Number: 00, Revision date: 27 Dec 2021

Số: 2489 /QĐ-CHK

Hà Nội, ngày 30 tháng 12 năm 2021

QUYẾT ĐỊNH

Về việc phê chuẩn Tài liệu chất lượng (Quality Manual) ban hành số 03, sửa đổi số 00 của Công ty Cổ phần Hàng không Tre Việt

CỤC TRƯỞNG CỤC HÀNG KHÔNG VIỆT NAM

Căn cứ Nghị định số 66/2015/NĐ-CP ngày 12/08/2015 của Thủ tướng Chính phủ quy định về nhà chức trách hàng không;

Căn cứ Thông tư 01/2011/TT-BGTVT ngày 27/11/2011 ban hành Bộ quy chế an toàn hàng không dân dụng lĩnh vực tàu bay và khai thác tàu bay và Thông tư số 03/2016/TT-BGTVT ngày 31/03/2016, Thông tư số 21/2017/TT-BGTVT ngày 25/08/2017, Thông tư số 56/2018/TT-BGTVT ngày 11/12/2018 và Thông tư số 42/2020/TT-BGTVT ngày 31/12/2020 về việc sửa đổi, bổ sung một số điều của Bộ quy chế an toàn hàng không dân dụng lĩnh vực tàu bay và khai thác tàu bay của Bộ trưởng Bộ Giao thông vận tải;

Căn cứ Quyết định số 2606/QĐ-BGTVT ngày 07/09/2017 của Bộ trưởng Bộ Giao thông vận tải quy định chức năng, nhiệm vụ, quyền hạn và cơ cấu tổ chức của Cục Hàng không Việt Nam và Quyết định số 1055/QĐ-BGTVT ngày 31/05/2019 của Bộ trưởng Bộ Giao thông vận tải về việc sửa đổi, bổ sung Quyết định số 2606/QĐ-BGTVT ngày 07/09/2017;

Xét đề nghị của Công ty Cổ phần Hàng không Tre Việt;

Theo đề nghị của Trưởng phòng Tiêu chuẩn an toàn bay.

QUYẾT ĐỊNH:

Điều 1. Phê chuẩn Tài liệu chất lượng (Quality manual) ban hành số 03, sửa đổi số 00 của Công ty Cổ phần Hàng không Tre Việt.

Điều 2. Quyết định này có hiệu lực kể từ ngày ký.

Điều 3. Trưởng phòng Tiêu chuẩn an toàn bay - Cục Hàng không Việt Nam, Công ty Cổ phần Hàng không Tre Việt, các tổ chức và cá nhân liên quan chịu trách nhiệm thi hành quyết định này./.

Nơi nhận:

- Như Điều 3;
- Cục trưởng (để báo cáo);
- Lưu: VT, TCATB (Tl03b).



Võ Huy Cường

CÔNG TY CỔ PHẦN
HÀNG KHÔNG TRE VIỆT
Số: 333 /2021/QĐ - TGĐ

CỘNG HÒA XÃ HỘI CHỦ NGHĨA VIỆT NAM
Độc lập - Tự do - Hạnh phúc
Hà Nội, ngày 31 tháng 12 năm 2021

QUYẾT ĐỊNH

V/v: Ban hành tài liệu “**Tài liệu hệ thống chất lượng – Quality Manual (QM)**”

Ban hành 03, sửa đổi 00 của Công ty cổ phần Hàng không Tre Việt

TỔNG GIÁM ĐỐC CÔNG TY CỔ PHẦN HÀNG KHÔNG TRE VIỆT

- Căn cứ Luật Doanh nghiệp năm 2014 và các văn bản hướng dẫn thi hành;
- Căn cứ vào Quyết định số 2489/QĐ-CHK ngày 30 tháng 12 năm 2021 của Cục HK về việc phê chuẩn Tài liệu hệ thống chất lượng – Quality Manual (QM) ban hành 03 sửa đổi 00 của Công ty cổ phần Hàng không Tre Việt;
- Căn cứ Điều lệ của Công ty cổ phần Hàng không Tre Việt;
- Căn cứ chức năng, nhiệm vụ, quyền hạn của Tổng Giám đốc Công ty cổ phần Hàng không Tre Việt;
- Xét đề nghị của Ban An toàn chất lượng;

QUYẾT ĐỊNH:

Điều 1. Ban hành kèm theo quyết định này “**Tài liệu hệ thống chất lượng – Quality Manual (QM)**” lần 03, sửa đổi lần 00 của Công ty cổ phần Hàng không Tre Việt.

Điều 2. Quyết định này có hiệu lực sau 03 ngày kể từ ngày ký và thay thế cho các Quyết định cũ trước đó.

Điều 3. Các Ông (Bà) thành viên Ban Tổng Giám đốc, Giám đốc An toàn chất lượng, Giám đốc khai thác bay, Giám đốc Khối Kỹ thuật & Bảo dưỡng, Giám đốc thương mại, Giám đốc khai thác mặt đất, Giám đốc đào tạo. Trưởng các đơn vị, phòng, ban liên quan chịu trách nhiệm thi hành Quyết định này./.

Nơi nhận:

- Như Điều 3 (để t/h);
- Ban TGĐ (để b/c);
- Lưu VT, SQA,



Đặng Tất Thắng



QM

CHAPTER 0 GENERAL

0-1

Issue : 03
Revision : 00
[27 Dec 2021](#)

CHAPTER 0 GENERAL

"This manual is uncontrolled copy when printed"



CHAPTER 0 GENERAL

0.1 TABLE OF CONTENT

0.1-1

Issue : 03
Revision : 00
27 Dec 2021

0.1 TABLE OF CONTENT

CHAPTER 0 GENERAL	0-1
0.1 TABLE OF CONTENT.....	0.1-1
0.2 LIST OF TABLE	0.2-1
0.3 LIST OF FIGURES.....	0.3-1
0.4 LIST OF EFFECTIVE PAGE	0.4-1
0.5 LIST OF TEMPORARY PAGES.....	0.5-1
0.6 LIST OF NORMAL REVISIONS.....	0.6-1
0.7 LIST OF TEMPORARY REVISONS.....	0.7-1
0.8 LIST OF SIGNIFICANT CHANGES	0.8-1
0.9 LIST OF TEMPORARY SIGNIFICANT CHANGES.....	0.9-1
0.10 LIST OF DISTRIBUTIONS	0.10-1
CHAPTER 1 INTRODUCTION	1-1
1.1 GENERAL INTRODUCTION.....	1.1-1
1.2 GENERAL REGULATION.....	1.2-1
1.3 ABBREVIATION.....	1.3-1
CHAPTER 2 QUALITY MANAGEMENT SYSTEM.....	2-1
2.1 SAFETY – QUALITY POLICY AND OBJECTIVES	2.1-1
2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS	2.2-1
2.3 DOCUMENT SYSTEM.....	2.3-1
2.4 MANAGEMENT REVIEW MEETING	2.4-1
2.5 SAFETY – QUALITY MEETING.....	2.5-1
2.6 PROVISION OF RESOURCES.....	2.6-1
CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM.....	3-1
3.1 GENERAL	3.1-1
3.2 GENERAL REGULATION.....	3.2-1
3.3 SAFETY QUALITY INSPECTION	3.3-1
3.4 SAFETY QUALITY AUDIT	3.4-1
3.5 SAFETY QUALITY MEASUREMENT, ANALYSIS AND IMPROVEMENT	3.5-1
3.6 CORRECTIVE AND PREVENTIVE ACTION	3.6-1
3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS.....	3.7-1
3.8 CHECKLIST	3.8-1
3.9 OUTSOURCING QUALITY CONTROL.....	3.9-1



CHAPTER 0 GENERAL

0.1 TABLE OF CONTENT

0.1-2

Issue : 03
Revision : 00
27 Dec 2021

3.10 RECORD CONTROL	3.10-1
3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-1
3.12 ENHANCED IOSA AUDIT REQUIREMENTS	3.12-1
CHAPTER 4 QUALITY PROCEDURE	4-1
4.1 MANAGEMENT REVIEW PROCEDURE.....	4.1-1
4.2 DOCUMENT CONTROL PROCEDURE	4.2-1
4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-1
4.4 CORECTIVE/PREVENTIVE ACTION PROCEDURE	4.4-1
4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-1
4.6 CREW MEMBER CERTIFICATE MANAGEMENT PROCEDURE	4.6-1
4.7 OPEN NEW ROUTES/DESTINATION/AREA	4.7-1
4.8 APPENDIX	4.8-1



CHAPTER 0 GENERAL

0.2 LIST OF TABLE

0.2-1

Issue : 03
Revision : 00
27 Dec 2021

0.2 LIST OF TABLE

Table 1-1 Abbreviation	1.3-1
Table 3-1 Safety-Quality Audit frequency	3.4-10
Table 3-2 Knowledge, Skills, Trainings and Expertise Requirements.....	3.7-8
Table 3-3 List of audit checklist	3.8-1
Table 4-1 Encode procedure by 7 characters.....	4.2-3
Table 4-2 Flow chart symbols.....	4.2-5
Table 4-3 The list of approved or accepted documents	4.2-16
Table 4-4 Likelihood (Probability of occurrence).....	4.3-3
Table 4-5 Severity assessment	4.3-4
Table 4-6 Risk: Safety risk assessment – Safety risk matrix	4.3-4
Table 4-7 Safety Risk Tolerability Criteria	4.3-5



CHAPTER 0 GENERAL

0.3 LIST OF FIGURES

0.3-1

Issue : 03
Revision : 00
27 Dec 2021

0.3 LIST OF FIGURES

Figure -1 Bamboo Airways' Quality management system	2.2-2
Figure -2 Bamboo Airways Organization Chart	2.2-3
Figure -3 The structure of document system	2.3-2
Figure -4 Flight Safety Document System Chart	2.3-4
Figure -5 DEMING quality circle model	3.5-2
Figure -6 Management review flow chart.....	4.1-5
Figure -7 Document issue, revision flow chart	4.2-20
Figure -8 Safety – Quality Audit Procedure Flow Chart	4.3-8
Figure -9 Corrective/preventive actions flow chart.....	4.4-4
Figure -10 Supplier Approval Procedure	4.5-10
Figure -11 Supplier Acceptance Procedure	4.5-11
Figure -12 PROCEDURE FOR OPENING NEW ROUTE	4.7-2



CHAPTER 0 GENERAL
0.4 LIST OF EFFECTIVE PAGE

0.4-1

Issue : 03
Revision : 00
27 Dec 2021

0.4 LIST OF EFFECTIVE PAGE

BAV – QM, ISS. 03, Rev. 00, Date 27/12/2021

Section	Page	Issue Number	Revision	Revision Date
Chapter 0		03	00	27 Dec 2021
0.1	1-2	03	00	27 Dec 2021
0.2	1-1	03	00	27 Dec 2021
0.3	1-1	03	00	27 Dec 2021
0.4	1-2	03	00	27 Dec 2021
0.5	1-1	03	00	27 Dec 2021
0.6	1-1	03	00	27 Dec 2021
0.7	1-1	03	00	27 Dec 2021
0.8	1-1	03	00	27 Dec 2021
0.9	1-1	03	00	27 Dec 2021
0.10	1-1	03	00	27 Dec 2021
Chapter 1		03	00	27 Dec 2021
1.1	1-1	03	00	27 Dec 2021
1.2	1-6	03	00	27 Dec 2021
1.3	1-2	03	00	27 Dec 2021
Chapter 2		03	00	27 Dec 2021
2.1	1-3	03	00	27 Dec 2021
2.2	1-19	03	00	27 Dec 2021
2.3	1-5	03	00	27 Dec 2021
2.4	1-2	03	00	27 Dec 2021
2.5	1-2	03	00	27 Dec 2021
2.6	1-8	03	00	27 Dec 2021
Chapter 3		03	00	27 Dec 2021
3.1	1-1	03	00	27 Dec 2021
3.2	1-1	03	00	27 Dec 2021
3.3	1-2	03	00	27 Dec 2021
3.4	1-13	03	00	27 Dec 2021
3.5	1-2	03	00	27 Dec 2021
PREPARED BY SQA	REVIEWED BY SQA	APPROVED BY CEO	ACCEPTED BY CAAV	
Tittle: SSD Manager Signature: 	Tittle: SQA Director Signature: 	Tittle: Accountable Manager Signature: 	Tittle: Signature:	
Name: Tran Quoc Hung Date: 27/12/2021	Name: Nguyen Trinh Binh Date: 27/12/2021	Name: Dang Tat Thang Date: 28/12/2021	Name: Date: 30/12/2021	CAAV/FSSD CONTROL



CHAPTER 0 GENERAL
0.4 LIST OF EFFECTIVE PAGE

0.4-2

Issue : 03
Revision : 00
27 Dec 2021

Section	Page	Issue Number	Revision	Revision Date
3.6	1-2	03	00	27 Dec 2021
3.7	1-12	03	00	27 Dec 2021
3.8	1-5	03	00	27 Dec 2021
3.9	1-7	03	00	27 Dec 2021
3.10	1-3	03	00	27 Dec 2021
3.11	1-5	03	00	27 Dec 2021
3.12	1-4	03	00	27 Dec 2021
Chapter 4		03	00	27 Dec 2021
4.1	1-5	03	00	27 Dec 2021
4.2	1-20	03	00	27 Dec 2021
4.3	1-8	03	00	27 Dec 2021
4.4	1-4	03	00	27 Dec 2021
4.5	1-12	03	00	27 Dec 2021
4.6	1-2	03	00	27 Dec 2021
4.7	1-4	03	00	27 Dec 2021
4.8	1-5	03	00	27 Dec 2021
PREPARED BY SQA	REVIEWED BY SQA	APPROVED BY CEO	ACCEPTED BY CAAV	
Tittle: SSD Manager Signature: 	Tittle: SQA Director Signature: 	Tittle: Accountable Manager Signature: 	Tittle: Signature:	
Name: Tran Quoc Hung Date: 27/12/2021	Name: Nguyen Trinh Binh Date: 27/12/2021	Name: Dang Tat Thang Date: 28/12/2021	Name: Date: 30/12/2021	CAAV/FSSD CONTROL



QM

CHAPTER 0 GENERAL

0.6 LIST OF NORMAL REVISIONS

0.6-1

Issue : 03
Revision : 00
27 Dec 2021

0.6 LIST OF NORMAL REVISIONS

Issue number	Revision number	Effective date
01	00	21 Dec 2018
01	01	25 Apr 2019
02	00	01 Oct 2019
02	01	19 Nov 2020
02	02	05 Apr 2021
02	03	16 Jul 2021
02	04	25 Sep 2021
03	00	



CHAPTER 0 GENERAL

0.7 LIST OF TEMPORARY REVISIONS

0.7-1

Issue : 03
Revision : 00
27 Dec 2021

0.7 LIST OF TEMPORARY REVISIONS

Issue number	Temporary Revision number	Temporary Revision date



QM

CHAPTER 0 GENERAL
0.8 LIST OF SIGNIFICANT CHANGES

0.8-1

Issue : 03
Revision : 00
27 Dec 2021

0.8 LIST OF SIGNIFICANT CHANGES

Section/item	List of significant changes
0.4	Revised the List of Effective pages
0.6	Revised the List of Normal revision
1.2.5	Added definitions
2.2.3	Updated Bamboo Airways' Organization Chart
2.2.3.2	Defined clearly to each individual in terms of the authories, accountabilities and responsibilities
3.4.3 g) 2)	Deleted the third level
3.8	Updated Table 3-3 List of audit checklist
3.9.3.2 e)	Updated process to Control and monitor service quality of suppliers
3.10	Updated the requirements of Record control
4.2.4.3.5	Updated Document control pages
4.3.5.1	Updated Safety Quality Audit Procedure
4.4.5.1.4	Updated guidance for extension of corrective/preventive action request



CHAPTER 0 GENERAL
0.9 LIST OF TEMPORARY SIGNIFICANT CHANGES

0.9-1

Issue : 03
Revision : 00
27 Dec 2021

0.9 LIST OF TEMPORARY SIGNIFICANT CHANGES

Section (No. Page)	List of Temporary Significant Changes



QM

CHAPTER 0 GENERAL
0.10 LIST OF DISTRIBUTIONS

0.10-1

Issue : 03
Revision : 00
27 Dec 2021

0.10 LIST OF DISTRIBUTIONS

No	User	Quantity	Note
1	Flight Safety Standards Division – CAAV	1	Hard copy & Soft
2	Chairman of management board	1	Soft
3	CEO	1	Soft
4	Operation Control Center	1	Soft
5	Safety – Quality Assurance Division	1	Soft
6	Technical Division	1	Soft
7	Services Ground Operations Unit	1	Soft
8	Corporate Planning & Development Division	1	Soft
9	Commercial Division	1	Soft
10	Human Resources Division	1	Soft
11	Information & Technology Division	1	Soft
12	Investment & Procurement Division	1	Soft
13	Financial Accounting Division	1	Soft
14	Legal Division	1	Soft
15	Flight Crew Division	1	Soft
16	Cabin Crew Division	1	Soft
17	Bamboo Airways Training Center	1	Soft
18	Bamboo Airways AMO	1	Soft

 BAMBOO AIRWAYS QM	CHAPTER 1 INTRODUCTION	1-1
		Issue : 03 Revision : 00 27 Dec 2021

CHAPTER 1 INTRODUCTION

	CHAPTER 1 INTRODUCTION 1.1 GENERAL INTRODUCTION	1.1-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

1.1 GENERAL INTRODUCTION

Bamboo Airways Quality Manual (QM) was approved by CEO, accepted by CAAV and was issued as a guideline for all flight operation, maintenance, ground operations and training providing priority activities in safety and continuously improving quality of service.

The content of this Quality manual is the intellectual property of Bamboo Airways. Without the written permission of the Director of the SQA Division, any type of copy of part or all of the contents of the document is completely forbidden.

This document was issued by SQA Division at the following address:

Bamboo Airways JSC.

Safety & Quality Assurance Division – Bamboo Airways

22nd floor, Bamboo Airways Tower, Dich Vong Ward, Cau Giay District, Hanoi Capital, Vietnam.

	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

1.2 GENERAL REGULATION

1.2.1 Purpose for issuing the Quality Manual

- a) In order to lead and manage successfully, control of all operations must be established in a systematic and clear manner. Success occurs only when the safety management system and the quality management system are applied and maintained in compliance with all aircraft operating requirements and maintenance of CAAV, other aviation organizations (ICAO, IATA) and code share partners for making and enhancing international reputation of Bamboo Airways.
- b) The Quality Manual was designed to promulgate policies, standards to ensure the safety quality in flight operation, maintenance, ground operations - service of Bamboo Airways. This document provides a description of Bamboo Airways's Quality management system. The detail description of functions, divisions authorities, and departments within the Quality management system are specified in other documents such as FOM, MCM, GOM 1, GOM 2, COM. The Quality Manual also specifies systematic procedures to ensure compliance with requirements with the objectives to maintaining and improving the quality of service, ensuring safety operations and ensuring airworthiness.

1.2.2 Adjustment scope and Applicable objects

- a) The content of Quality manual is applied consistently in Bamboo Airways's Quality management system to the activities which affect safety quality in operation, maintenance, services with the participation of divisions, departments of Bamboo Airways.
- b) All Bamboo Airways staffs, Divisions, Departments have responsibilities to thoroughly understand and abide by the regulations stated in Quality Manual when perform working that may affect service quality, airworthiness, safety operation of fleets that Bamboo Airways has operated.

1.2.3 Distribution, revision, update of document

- a) Director of SQA Division or the attorney has responsibilities to manage the distribution and update all the revision for the Quality manual holders.
- b) Directors and heads of divisions within BAV are responsible for promulgation and providing support so that all staff can access and read the manual as required.
- c) This manual or its related parts must be provided to BAV subcontracted service providers, if necessary, by heads of divisions of BAV.

 QM	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-2 Issue : 03 Revision : 00 27 Dec 2021
--	--	---

- d) As soon as individual or divisions, departments possessing this document withdraw from the distribution list, the manual must be returned to SQA Division.
- e) Quality Manual will be reviewed and updated regularly to reflect actual operation of Quality management system. When using the document, if individuals or divisions, departments realize the need to review and update the content, please send the written requirement to SQA Division (form SQA-F101). SQA Division is responsible for summarizing and analysing the requirements to improve the Quality manual. The implementation procedure is described in Quality document control procedure QM 4.2.
- f) When required, Director of SQA Division will consider providing the copies of Quality manual to partner. Those copies will not be controlled later, the detail requirement is stated in document control procedure (as above).
- g) Any recommendations related to this manual should be submitted to SQA at the following address:

Safety & Quality Assurance Division – Bamboo Airways

22nd floor, Bamboo Airways Tower, Dich Vong Ward, Cau Giay District, Hanoi Capital, Vietnam.

Email: sqabav@bambooairways.com

1.2.4 Reference documents

Bamboo Airways Quality management system was established based on the following documents, standards of operation, maintenance and services:

- a) Vietnam Aviation Regulations (VARs), AC 00-002, AC 12-004;
- b) Regulation of international aviation organizations (ICAO, IATA(IOSA));
- c) Operation and maintenance standards of JAA/EASA, FAA;
- d) Quality management system ISO 9000;
- e) The current legal requirements.

1.2.5 Terms and definitions

a) Terms and Definition

- 1) “Auditee”: the organization that is audited (including organization outside Bamboo Airways or divisions, departments in Bamboo Airways).
- 2) “Evidence”: Is the documented records and information discovered during an audit that is analyzed by an auditor and used to determine conformity with the criteria upon which an audit is based.

	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

Also can be used in the process to verify non-conformity, safety quality related concern or corrective action. The following are examples of documents considered as evidence: operating manuals, publication change request forms, inter-office email/memos, notices to staffs, contractors or other personnel, actual observation.

- 3) "Quality": level of set of existing characteristics which meet requirements.
- 4) "Bamboo Airways": Bamboo Airways JSC.
- 5) "The Board of Management": The Board of Management of Bamboo Airways.
- 6) "CEO: CEO of Bamboo Airways.
- 7) "Department": Specialized Offices, Departments or equivalent of Bamboo Airways.
- 8) "Division": Divisions directly under Bamboo Airways.
- 9) "Leader": Director or Deputy Director of Division, Department.
- 10) "Auditor": person who has capability to conduct an audit.
- 11) "Annual audit program": all the audits which are planned in 1 year according to requirement of the safety quality assurance program for operation, maintenance and ground operation - services.
- 12) "Management representative": the person is authorized by Bamboo Airways's CEO to implement tasks for the sake of the performance and maintenance of Quality management system.
- 13) "Safety - quality audit": systematic, independent and documented process for obtaining audit evidence and evaluating it objectively to determine the extent to which audit criteria are fulfilled.
- 14) "Internal Audit": safety quality audits which are conducted by company auditors to make sure the compliance with the company's requirements and regulations.
- 15) "External Audit": safety quality audits to activities of Bamboo Airways's agents and service providers.
- 16) "Second Party Audit": safety quality audits conducted by the company to evaluate the activities of concerning companies, mostly code share partner.
- 17) "Third party Audit": audit performed by authorities or other certification organizations to approve and issue certificate to Bamboo Airways.

	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-4 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 18) "Unscheduled Audit": safety quality audits which are unscheduled conducted when big change of the system and quality procedure arise or being required after events overwhelmed the safety quality. Unscheduled audit may be required from corrective action follow up.
- 19) "Follow - up audit": safety quality audits are conducted to verify the effectiveness of preventive corrective actions.
- 20) "Audit team": one or many auditors who conduct audit.
- 21) "Non-conformity": when set out requirements and standards are not complied fully.
- 22) "Quality management system": management system to direct and control an organization with regard to quality which meets regulatory requirements.
- 23) "Safety management system": safety management system is a management tool to manage safety by an organization, it will identify risks and evaluate, control and mitigate the risk; make sure the necessary corrective actions are implemented to maintain acceptable safety level; Continuously follow up and frequently evaluate the achieved safety level; and to improve continuously the overall safety level.
- 24) "Records": document stating results achieved or providing the evidence of implemented activities.
- 25) "Document system": a set of documents and records
- 26) "Corrective action": action to eliminate the cause of non-conformity in order to prevent the reoccurrence of other unexpected situations which affect Quality management system and safety management system.
- 27) "Preventive action": action to eliminate the cause of potential non-conformity, analyzing any non-conformity that do occur, and taking action to prevent recurrence that is appropriate for the effects of the non-conformity which affects Quality management system and safety management system.
- 28) "Safety quality plan": document stating the necessary procedure and resource which are applied to implement one procedure, one project or create one product.
- 29) "Inspection": conformity evaluation by observation and judgment accompanied as appropriate by measurement, testing or gauging.
- 30) "Non-compliance": when a regulatory requirement is not complied

	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-5 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 31) "Verification": a confirmation through provision of objective evidence that specified requirements have been fulfilled.
- 32) "Authority": CAAV, other foreign authorities relating to operation activities, maintenance, services of Bamboo Airways.
- 33) "Suppliers": Organization that often provide products, services for Bamboo Airways.
- 34) "Observation": Comment of auditor which help to improve the system.
- 35) "Scope": identify extent, level as well as purpose of certain application.
- 36) "Quality manual": document regulates Quality management system of organization
- 37) "Customer satisfaction": customer's perception of the degree to which the customer's requirements have been fulfilled.
- 38) "Document": information and supporting means (paper, compacts disk...) which store them.
- 39) "Response Time": time to complete the finding correction
- 40) "Requirement": Need or expectation that is stated, generally implied or obligatory.
- 41) "Accountable Manager": may be used to describe the single individual who is designated as the person responsible to a Regulatory Authority in respect of the functions which are subject to regulation, and carried out by an aircraft operator, an air navigation service provider, an aircraft maintenance and repair organization or an airport operator. That person is normally expected to be the person who has corporate authority for ensuring that all operations activities can be financed and carried out to the standard required by the Regulator.
- 42) "Significant Issue": is an event/occurrence occurred in operation of an aircraft, which affects to safety in operation such as accident, serious incident, finding (level 1) or event level 3 of FDA (significant event)
- 43) "Obsolete controlled documents": are superseded, no longer available and will be remove from a share folder to ensure that they are out of circulation, so that their unintended use must be prevented, and will be kept in a specially designated location that has controlled access for future reference.

	CHAPTER 1 INTRODUCTION 1.2 GENERAL REGULATION	1.2-6 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 44) "Reproduced documents": is based on previously published documents that will be reprinted according to the old version or corrected or supplemented;
- 45) "Top management/Board of Management/Senior management": The level of management within BAV that has the authority, accountability and responsibility for setting policy, demonstrating commitment, meeting requirements, approving resources, setting objectives, implementing processes and achieving desired outcomes;
- 46) "Company": The operating company; Bamboo Airways (BAV), including all departments and entities wholly owned by Bamboo Airways;
- 47) "Finding": A documented statement based on factual evidence that describes non-conformity, determined by the audit team during the audit process.

 QM	CHAPTER 1 INTRODUCTION 1.3 ABBREVIATION	1.3-1 Issue : 03 Revision : 00 27 Dec 2021
--	--	---

1.3 ABBREVIATION

Table 1-1 Abbreviation

AD	Airworthiness Directive
AFM	Aircraft Flight Manual
AHM 560	Airport Handling Manual 560
AirFASE	Aircraft Flight Analysis and Safety Explorer
AMM	Aircraft Maintenance Manual
AMS	Aircraft Maintenance Schedule
AO	Audit Organization
AOC	Air Operator Certificate
AOG	Aircraft On Ground
ASL	Approved Supplier List
ASM	Airport Service Manual
AWO	All Weather Operations
BAV	Bamboo Airways Co. Ltd.
CAAV	Civil Aviation Authority of Vietnam
CAR	Corrective Action Request
CCSM	Cabin Crew Safety Manual
CEO	Chief Executive Officer
CNTT	Information Technology
COM	Cargo Operation Manual
CR	Conformance Report
DV&KTMD	Ground operation-services
EASA	European Aviation Safety Agency
EDTO	Extended Diversion Time Operations
FAA	Federal Aviation Administration
FOM	Flight Operation Manual
FOTM	Flight Operation Training Manual
FTO	Flight Training Organization
GOM	Ground Operation Manual
HR	Human Resource
IATA	International Air Transport Association
ICAO	International Civil Aviation Organization

 QM	CHAPTER 1 INTRODUCTION 1.3 ABBREVIATION	1.3-2 Issue : 03 Revision : 00 27 Dec 2021
--	--	---

IOSA	IATA Operational Safety Audit
ISO	International Standards Organization
MCC	Maintenance Control Center
MCM	Maintenance Control Manual
MEL/MMEL	Minimum Equipment List/ Master Minimum Equipment List
MNPS	Min. Nav. Performance Specification
MPD	Maintenance Planning Data
OCC	Operation Control Center
P/N	Part Number
QM	Quality Manual
SAG1	Flight Operation Safety Action Group
SAG2	Technical Safety Action Group
SAG3	Ground Operation – Cargo Safety Action
SB	Service Bulletin
SMS	Safety Management System
SOP	Standards Operation Procedure
SQA	Safety, Security and Quality Assurance
VARs	Vietnam Aviation Regulations

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM	2-1
		Issue : 03 Revision : 00 27 Dec 2021

CHAPTER 2 QUALITY MANAGEMENT SYSTEM



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.1 SAFETY – QUALITY POLICY AND OBJECTIVES

2.1-1

Issue : 03
Revision : 00
27 Dec 2021

2.1 SAFETY – QUALITY POLICY AND OBJECTIVES

[IOSA ORG 1.3.5]

2.1.1 The commitment of Bamboo Airways top management



SAFETY AND QUALITY POLICY

Safety and Quality are core values of Bamboo Airways that we provide to our customers and our employees. The Board of Management of Bamboo Airways and its staff thoroughly understand that the existence and growth of the Company are based on the trust and loyalty of our customers.

We commit ourselves to:

- ❖ Developing and applying an active SMS that supports a predictive SMS concept. The system is based on statistical data analysis, supports open sharing of information on all safety issues within the company, and encourages all employees to report significant errors, hazards or concerns;
- ❖ Proactively managing a hazard identification process and an associated risk analysis and elimination procedure.
- ❖ Developing "Safety Culture – Just Culture" so that no disciplinary action shall be applied to any staff who actively discloses an incident or safety occurrence. This policy shall not be applied to information sources that involve an illegal act or a deliberate, willful disregard for any approved regulation or procedure.
- ❖ Strictly applying the safety & quality management system as described in the Safety and Quality Manuals in compliance with all requirements of Regulatory Aviation Authorities, applicable legal regulations, and leading aviation industry standards.
- ❖ Ensuring that each member of the company shall consciously abide by the requirements, regulations in operation, maintenance and service, with safety and quality to be continually sustained and constantly improved.
- ❖ Providing sufficient resources and necessary conditions to implement the policy and the objectives of safety and quality. To continuously improve the management system while creating a reliable working environment with the highest sense of responsibility to satisfy customers' expectation;
- ❖ Establishing an efficient and effective communication system to ensure continual provision of updated safety and quality information and data

The existence, growth and prestige of Bamboo Airways is built on safety and the quality of services we deliver.





CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.1 SAFETY – QUALITY POLICY AND OBJECTIVES

2.1-2

Issue : 03
Revision : 00
27 Dec 2021



NON-PUNITIVE POLICY

All Bamboo Airways staff are encouraged to report safety concerns and errors and cooperate in the investigation of incidents. The primary objective is to identify the causes and eliminate them, not to identify and punish any individual concerned.

Bamboo Airways policy is that an unplanned or inadvertent lapse will not incur any punitive action. Company procedures may require Bamboo Airways to suspend an individual pending investigation. This should not be interpreted as punitive action but, rather, a precautionary measure.

As a guideline, individuals may attract punitive action if:

- ❖ The Act was intended to cause deliberate harm or damage
- ❖ The person concerned does not have a constructive attitude towards complying with safety procedures.
- ❖ The person concerned knowingly violated established procedures.
- ❖ The person concerned has been involved previously in similar lapses.
- ❖ The person concerned has attempted to hide or conceal their lapse or involvement in any lapse.
- ❖ The Act was a substantial disregard for safety.

It is reiterated that a voluntary incident reporting system is non-punitive and affords protection to the sources of information i.e. the concerned staff. However, in the case of willful negligence, intentional violation and the use of illicit substances, the non-punitive immunity will not apply.

The Management team of Bamboo Airways is committed to the principles stated in this Non-Punitive Policy.



	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.1 SAFETY – QUALITY POLICY AND OBJECTIVES	2.1-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

2.1.2 The objectives of Quality management system

- a) Bamboo Airways' Quality management system is built based on harmonizing regulations of ICAO, IATA, CAAV as well as codeshare partners and current service quality standards to support implementation of company policy in order to ensure safety and quality, continuously improve business effectiveness as the first priority.
- b) Long-term objectives of Quality management system are set up to meet requirements as follows:
 - 1) Ensuring safety – quality in operation and maintaining aircraft airworthiness is the first priority;
 - 2) Ensure the compliance with regulatory requirements, regulations of Bamboo Airways, current quality standards to maintain safety-quality in operation;
 - 3) Continuously improve and enhance effectiveness of flight safety assurance activity, strengthen measures to prevent potential risks affecting to safety – quality;
 - 4) Enhance awareness of safety – quality for all activities of company, create collaborative working environment and mutual assistance among the different fields involved in the process of providing products of Bamboo Airways;
 - 5) Enhance business effectiveness, satisfy customers' demand and expectations.
- c) Depending on actual situation of each period, at least every two years, the top management of Bamboo Airways shall review to adjust commitment to safety – quality policy and objectives appropriately. These objectives of safety – quality shall be monitored, measured, evaluated the effectiveness of implementation as the basis for proposing improvement measures and enhancing business effectiveness of Bamboo Airways.



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-1

Issue : 03
Revision : 00
27 Dec 2021

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

[IOSA ORG 1.1.1], [IOSA ORG 1.1.3], [IOSA ORG 1.1.4], [IOSA ORG 1.1.12], [IOSA ORG 3.4.2]

2.2.1 Introduction

Bamboo Airways was established in 31th May 2017 with registration code 0107867370.

2.2.2 The model of Quality management system

- a) The Quality management system of Bamboo Airways covers all requirements, standards of flight operation, technical operation – maintenance, ground operation and services in order to ensure the compliance with internal – external safety – quality requirements of Bamboo Airways.
- b) BAV shall establish a quality assurance programme as a part of its SMS programme and designate technically qualified auditor(s) who will monitor compliance with procedures required to ensure safe operational practices and airworthy aircraft. Compliance monitoring shall include a feedback system to the accountable manager to ensure corrective action as necessary. [\[VAR 12.073 \(b\)\]](#)
- c) The Quality system is developed based on:
 - 1) ICAO requirements;
 - 2) Vietnam Aviation Regulations (VARs);
 - 3) Requirements for Quality system;
 - 4) IOSA requirements;
 - 5) Basic principles of the quality management system model – ISO 9000.
- d) Based on the principles of controlling process and continuously improving system to ensure safety and stable quality, the Quality management system of Bamboo Airways is operated as follows:
 - 1) Safety – quality plan including safety – quality objectives is developed generally for each field. The implementation of safety – quality plan is monitored by divisions, departments through audit and control on safety-quality in each process of flight operation, maintenance, ground operation and services and are stipulated concretely in FOM, FDM, CCOM, MCM, GOM 1, GOM 2, COM, ASM. The procedures are implemented through steps: Planning, implementing, making products.
 - 2) Based on approved safety – quality assurance program, safety - quality audits are conducted overall, systematically and

independently by SQA in the field/process of Flight operation – Maintenance – Ground operation & Services.

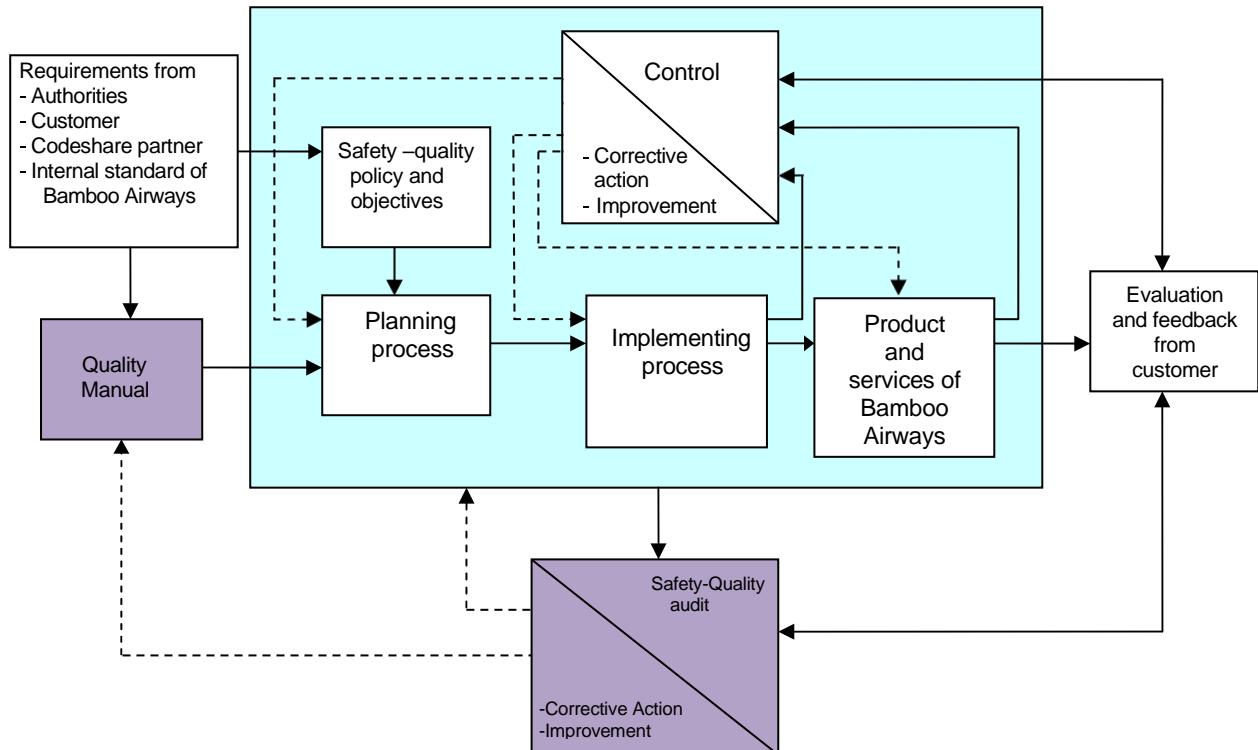


Figure -1 Bamboo Airways' Quality management system

Solid line describes the production and business activities of Bamboo Airways →

Dashed line describes the operation of Quality management system →

2.2.3 Bamboo Airways' Organization

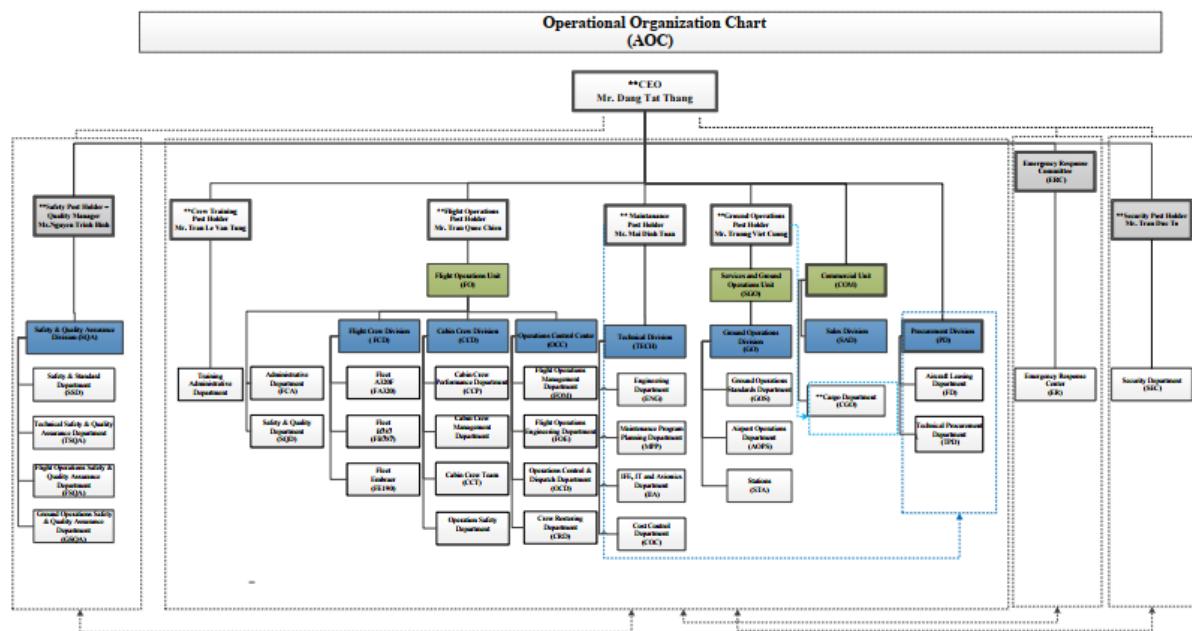


Figure -2 Bamboo Airways Organization Chart



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-4

Issue : 03
Revision : 00
27 Dec 2021

2.2.3.1 Postholders

Bamboo Airways has appointed Postholders, acceptable to the CAAV, who are accountable for management and supervision of the following areas – [VAR 12.060(a)], [VAR 12.060(b)], [VAR 12.153(a)], [VAR 12.060(l)(2)].

Post Holder	Personnel
1. Accountable Manager / CEO	Mr. Dang Tat Thang – CEO <i>Phone number:</i> 0938356666 <i>Email:</i> thangdt@bambooairways.com 
2. Safety Postholder	Mr. Nguyen Trinh Binh <i>Position:</i> SQA Director <i>Phone number:</i> 0912818047 <i>Email:</i> binhnt@bambooairways.com 
3. Flight Operations Postholder	Mr. Tran Quoc Chien <i>Position:</i> Director of Flight Operations <i>Phone number:</i> 0903924080 <i>Email:</i> chientq@bambooairways.com 
4. Ground Operations Postholder	Mr. Truong Viet Cuong <i>Position:</i> Director of Ground Operations <i>Phone number:</i> 0983659898 <i>Email:</i> cuongtv@bambooairways.com 



CHAPTER 2 QUALITY MANAGEMENT SYSTEM
2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-5

Issue : 03
Revision : 00
27 Dec 2021

5. Maintenance Postholder	<p>Mr. Mai Dinh Toan <i>Position:</i> Director of Technical <i>Phone number:</i> 0913545414 <i>Email:</i> toanmd@bambooairways.com</p> 
6. Security Postholder	<p>Mr. Tran Duc To <i>Position:</i> Security Manager <i>Phone Number:</i> 0903588336 <i>Email:</i> totd@bambooairways.com</p> 
7. Crew Training Postholder	<p>Mr. Tran Le Van Tung <i>Position:</i> Head of Pilot Training <i>Phone Number:</i> +84976738448 <i>Email:</i> tungtlv@bambooairways.com</p> 



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-6

Issue : 03
Revision : 00
27 Dec 2021

2.2.3.2 AUTHORITIES, ACCOUNTABILITIES AND RESPONSIBILITIES

[IOSA ORG 1.3.1], [IOSA ORG 1.3.3], [IOSA ORG 3.4.2]

2.2.3.2.1 Postholders / [VAR 12.060 (b) & (c)]:

Postholders must be accepted to the CAAV and have the accountability for ensuring, in their respective defined operational areas:

- a) The management of safety risks and security threats to aircraft operations;
- b) Operations are conducted in accordance with conditions and restrictions of the Air Operator Certificate (AOC), and in compliance with applicable regulations and standards of the Operator.

The Postholders shall have proven competency in civil aviation and be available and serving in their positions during operations

Being ultimately accountable to the CEO for the management and supervision of the assigned operational areas.

2.2.3.2.2 Postholders are accountable for management and supervision of the following areas

- a) Postholder of Flight operations [VAR 12.060(b)(1), & (d)]

1) Authorities

- (i) To organize and orient all functions and activities of the flight operations;
- (ii) To give direction to establish, implement, maintain and continually improve policies, standards, procedures and requirements for flight operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
- (iii) The approval of the initial issue and amendments to flight operations's checklists, line operations policies, rules, instructions and procedures.

2) Accountabilities

The Flight Operations Postholder is accountable for:

- (i) Monitoring the policies, standards, procedures and requirements of flight operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, IATA and Bamboo Airways;
- (ii) Ensuring that the flight operation staff are appropriate qualified for the management positions and operational roles;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-7

Issue : 03
Revision : 00
27 Dec 2021

- (iii) Ensuring that corrective/preventive actions in flight operations activities are taken effectively and in a timely manner;
- (iv) Ensuring necessary budget, human and physical resources and other favorable conditions in the flight operations, ensuring that meet the applicable requirements and BAV's plan.

3) Responsibilities

- (i) Being responsible for advising the CEO on matters regarding the flight operations activities;
- (ii) During absence, the Flight Operations Post Holder shall delegate responsibilities to a suitably qualified designated representative in compliance with regulations of CAAV as well as BAV Policy;
- (iii) Close liaison with all flight operations external services providers and other flight operation relevant external entities;
- (iv) Perform other duties assigned by the CEO.

4) Minimum qualifications and experience

- (i) A valid ATP licence with the appropriate ratings for at least one of the BAV's aircraft used. If the ATP licence of the postholder is expired, the AOC holder shall nominate a deputy having appropriate ratings for at least one of the aircraft used in the AOC holder's operations;
- (ii) 3 years experience as PIC in commercial air transport operations of large aircraft.

b) Postholder of the Maintenance System [VAR 12.060 (b)(2), & (f)]; [VAR 12.067(b)(1)]; [Appendix 1 to 12.227(a)(11)]

1) Authorities

- (i) To organize and orient all functions and activities of technical and aircraft maintenance operations as they related to BAV Air Operator Certificate (AOC);
- (ii) To give direction to establish, implement, maintain and continually improve policies, standards, procedures and requirements for the technical and aircraft maintenance operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways.

2) Accountabilities

The Maintenance System Postholder is accountable for:



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-8

Issue : 03
Revision : 00
27 Dec 2021

- (i) Monitoring the policies, standards, procedures and requirements of the technical discipline and aircraft maintenance operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, IATA and Bamboo Airways;
- (ii) Ensuring that aircrafts and its components are maintained and released to service by an approved maintenance organization or equivalent maintenance system approved by CAAV;
- (iii) Ensuring all the maintenance for aircrafts, components are implemented by an approved maintenance organization and carried out in accordance with the contract;
- (iv) Ensuring for maintenance responsibilities, maintenance requirements and other maintenance conditions specified in the Aircraft Lease Agreement to be deployed, monitored, controlled and carried out in accordance with the contract;
- (v) Ensuring necessary budget, human resources and other favorable conditions, ensuring that aircraft maintenance meets current requirements of CAAV and BAV's plan;
- (vi) Ensuring that the technical and aircraft maintenance operations staff are appropriate qualified for the management positions and operational roles to safe and secure operations.

3) Responsibilities

- (i) Ensuring maintenance operations are conducted in accordance with conditions and restrictions of the AOC, and in compliance with CAAV regulations and standards set in the MCM. MCM shall include instructions and information necessary to allow the personnel concerned to perform their duties and responsibilities with a high degree of safety;
- (ii) Being responsible for the coordination of all appropriate departments in BAV;
- (iii) Monitoring and directing the payment of expenses related to the maintenance of aircraft, aircraft equipment, and technical contracts;
- (iv) To monitor the overall engineering and maintenance status of aircraft operated by BAV to ensure that un-serviceabilities affecting airworthiness, defects are recorded and rectified in a timely manner;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-9

Issue : 03
Revision : 00
27 Dec 2021

- (v) Close liaison with all technical and maintenance external services providers; manufacture, maintenance organizations and other technical and maintenance relevant external entities;
 - (vi) Perform other duties assigned by the CEO;
 - (vii) During absence, the Maintenance Post Holder shall assign his responsibilities to his Deputy or a suitably Manager.
- 4) Minimum qualifications and experience
- (i) Be qualified in accordance with Part 5 and 7 of VARs;
 - (ii) At least 3 years experience in aircraft maintenance.
- c) Postholder of Crew Training [VAR 12.060(b)(3), & €]
- 1) Authorities
 - (i) To organize and orient all functions and activities of the crew training;
 - (ii) To give direction to establish, implement, maintain and continually improve policies, standards, procedures and requirements for crew training in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways.
 - 2) Accountabilities

The Crew Training Postholder is accountable for:

 - (i) Monitoring the policies, standards, procedures and requirements of the crew training in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, IATA and Bamboo Airways;
 - (ii) Maintaining and deploying the training programs for Bamboo Airways' flight crew, cabin crew, flight dispatchers and flight instructor/examiner in accordance with training requirements in order to ensure that they could perform their assigned duties in a safe and effective manner;
 - (iii) Controlling, examining and maintaining the quality of Aviation Training Organizations in-bound and out-bound including training facilities, training devices, course materials, instructors, training syllabus, etc. that be used for Bamboo Airways' crew training in compliance with CAAV's regulation;
 - 3) Responsibilities
 - (i) Being responsible for the coordination of all appropriate departments in BAV;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-10

Issue : 03
Revision : 00
27 Dec 2021

- (ii) Close liaison with all training services providers for flight crew trainings, cabin crew training organizations and other training relevant external entities.
 - (iii) Perform other duties assigned by the CEO.
- 4) Minimum qualifications and experience
- (i) A valid ATPL license with the appropriate ratings for at least one of BAV's aircraft used and a valid TRI license and a valid flight instructor rating;
 - (ii) 3 years experience as PIC in commercial air transport operation.
- d) Postholder of Ground Operations [VAR 12.060(b)(4), & (h)]
- 1) Authorities
 - (i) To organize and orient all functions and activities of ground and cargo operations;
 - (ii) To give direction to establish, implement, maintain, and continually improve policies, standards, procedures and requirements for ground and cargo operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
 - (iii) Selecting and approving ground and cargo services providers for Bamboo Airways which meet applicable authorities of CAAV and applicable requirements of Bamboo Airways;
 - (iv) Be SAG3 and OPSEC Team Leader.
 - 2) Accountabilities

The Ground Operations Postholder is accountable for:

 - (i) Monitoring the policies, standards, procedures and requirements of the ground and cargo operations in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, IATA and Bamboo Airways;
 - (ii) Ensuring that all ground and cargo services provided for Bamboo Airways flight by ground service companies meet articles of contracts and standards of Bamboo Airways;
 - (iii) Ensuring necessary budget, human resources and other favorable conditions, ensuring that Bamboo Airways flights during ground operation and cargo follows the current requirements of CAAV and BAV's plan;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-11

Issue : 03
Revision : 00
27 Dec 2021

3) Responsibilities

- (i) Being responsible for the coordination of all appropriate departments in BAV;
- (ii) Monitoring and settling payments relating to the flights' ground and cargo handling activities;
- (iii) Ensuring that corrective/preventive actions in the ground and cargo operations are taken effectively and in a timely manner;
- (iv) Close liaison with all ground and cargo handling external services provider such as cargo handling company, ground handling company, catering, services and other ground handling operations relevant external entities;
- (v) Perform other duties assigned by the CEO.

4) Minimum qualifications and experience

- (i) Has experience and full knowledge of the BAV ground operation policy and procedures.

e) Safety Postholder [VAR 12.060 (b)(5), & (g)]

1) Authorities

- (i) To organize and orient the development of Bamboo Airways' safety and quality assurance systems;
- (ii) To give direction to establish, implement, maintain and continually improve policies, standards, procedures and requirements of Quality Management System and Safety Management System in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
- (iii) To request the implementation of corrective action and preventive action against potential risks in order to maintain policies, standards of BAV in compliance with regulations of CAAV, other aviation authorities;
- (iv) To request an investigation, apply preventive measures for accidents and incidents related to flight operations, ground operations and maintenance of BAV;
- (v) To directly report to CEO on the issues that may affect to safety and quality in the flight operations, ground operations, and maintenance of BAV.

2) Accountabilities

The Safety Postholder is accountable for:



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-12

Issue : 03
Revision : 00
27 Dec 2021

- (i) Ensuring the effective implementation, maintenance and improvement of the policies, standards, regulations, procedures and requirements of the of Quality Management System and Safety Management System in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
- (ii) Monitoring the effectiveness of mitigation actions;
- (iii) Ensuring that all staff thoroughly understand and be aware of stated safety policies and safety objectives.

3) Responsibilities

- (i) Be the responsible individual and focal point for the implementation, maintenance and day-to-day oversight of an effective SMS;
- (ii) Ensuring that Bamboo Airways achieves the stated safety objectives, goals and safety performance indicators;
- (iii) Developing successfully safety culture within Bamboo Airways in order to have a safe, effective and reliable working environment in the company;
- (iv) Being responsible for advising the CEO and the coordination of all appropriate Divisions/Departments in BAV on matters regarding safety management;
- (v) Close liaison with the CAAV, other aviation authorities and other operationally relevant external entities;
- (vi) During absence, the Safety & Quality Postholder shall delegate responsibilities to a suitably qualified designated representative in compliance with regulations of CAAV as well as BAV Policy;
- (vii) Perform other duties assigned by the CEO.

4) Minimum qualifications and expereience

- (i) 3 years experience in flight operation management or maintenance management;
- (ii) Full knowledge of safety management systems.

f) Security Postholder

1) Authorities

- (i) To deploy the aviation security program in compliance with Requirement of Civil Aviation Authority of Vietnam as stated



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-13

Issue : 03
Revision : 00
27 Dec 2021

in Circular 13/2019/TT-BGTVT dated 29/03/2019 and Circular 41/2020/TT-BGTVT dated 31/12/2020;

- (ii) To give direction to establish, implement, maintain and continually improve BAV's aviation security management system to meet regulations of Civil Aviation Authority of Vietnam and other concerned aviation authorities.

2) Accountabilities

The Security Postholder is accountable for:

- (i) Advising for the CEO on the tasks assigned as stated in Circular 13/2019/TT-BGTVT dated 29/03/2019 and Circular 41/2020/TT-BGTVT dated 31/12/2020 of the Ministry of Transport and described in the BAV's Aviation Security Program and controlling of aviation security and other regulations of law;
- (ii) Ensuring effectively response to threats, aviation security violation, apply enhanced aviation security measures for control on specific flights or specific routes;
- (iii) Establishing, maintaining and regularly updating policy, standards, aviation security program, aviation security training program, aviation security control program, risk management, analysis, evaluate for aviation security threats;
- (iv) Inspecting and supervising aviation security requirements in BAV's operations. Periodically reviewing aviation security policy, standards, procedures to ensure meet requirements, well-maintained and effectively implemented;
- (v) Approving the application for crew member identification card;
- (vi) Managing content of aviation security training programs, including syllabus, diplomas certificates and aviation security instructors;
- (vii) Implementing internal security control measures, procedures for aviation personnel to ensure security for BAV's information system;

3) Responsibilities

- (i) Being responsible for the coordination of all appropriate departments in BAV;
- (ii) Close liaison with the CAAV, other aviation authorities and other operationally relevant external entities as it relates to the aviation security;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM
2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-14

Issue : 03
Revision : 00
27 Dec 2021

(iii) Periodically reporting and disseminating aviation security information to the Board of Management, the CEO and other concerned Divisions/Departments;

(iv) Perform other tasks assigned/authorized by Civil Aviation Authority of Vietnam and CEO.

4) Minimum qualifications and experience

(i) Have knowledge and experience in aviation and aviation security;

(ii) At least 2 years of continuous working experience in the field of aviation security;

(iii) Possessing certificates or certificates of completion of domestic or international courses on professional training in aviation security management.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS	2.2-15 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

2.2.3.2.3 Authorities, Accountabilities, and Responsibilities of Management

a) General

This section is to define responsibilities, authorities and accountabilities of BAV senior management involved in the Quality Management System (QMS) in order to maintain or continually improve the overall effectiveness of the QMS.

b) CEO (Accountable Manager) [VAR 12.060 (a)]

1) Authorities

The CEO is an accountable manager (acceptable to the CAAV), has corporate authorities to take action to:

- (i) Ensure that all areas such as flight operations, maintenance, ground operations are in accordance with the applicable regulations of the CAAV, other aviation authorities, ICAO, IATA, codeshare partners and carried out to the highest degree of safety, quality and security standards required by the CAAV, as well as the requirements as established by the Bamboo Airways;
- (ii) Provide necessary budget control, make policy decisions, provide adequate human and physical resources, resolve operational safety, quality and security issues, and to ensure necessary systems are in place and functioning properly;
- (iii) Ensure the planning and allocation of necessary resources to manage safety risks and aviation security threats in the operations;

2) Accountabilities

The CEO is accountable for:

- (i) On behalf of the Bamboo Airways for the implementation and maintenance of the safety and quality management system throughout the organization;
- (ii) All the area's compliance with conditions and restrictions of the Air Operator Certificate (AOC), and in compliance with the applicable regulations and standards of Bamboo Airways;
- (iii) Providing with adequate facilities, workspace equipment and supporting services;
- (iv) Designating a Quality Manager and the Postholders are filled by personnel with qualifications appropriate for the positions;

3) Responsibilities



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-16

Issue : 03
Revision : 00
27 Dec 2021

- (i) Ensuring that the safety and quality management systems are effectively implemented in all the areas and performing in compliance with the applicable regulations and standards of Bamboo Airways;
- (ii) In case of necessity, the CEO will delegate management function to other responsible persons and ensure that all delegated functions are following regulations of CAAV as well as requirements of BAV.

c) Quality Manager [VAR 12.073 (c)]

1) Authorities

- (i) To deploy the quality assurance program;
- (ii) To develop and implement corrective action as necessary to address the audits findings, risk or error trends;
- (iii) Establish a feedback system, directly reporting to the CEO all issues related to quality to ensure corrective action as necessary.

2) Accountabilities

The Quality Manager is accountable for:

- (i) Establishing, implementing, maintaining and continually improving policies, standards, procedures and requirements of the Quality Management System in accordance with the applicable regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
- (ii) Supervising the implementation of the activities and processes associated with the quality assurance program to ensure that the activities and processes are monitored for compliance with the regulations of the CAAV, other Aviation Authorities, ICAO, and IATA and requirements of the Bamboo Airways;
- (iii) Monitoring and following up the compliance of Quality System's requirements in accordance with standards and regulations of CAAV, other authorities and relevant aviation organizations for flight operations, maintenance, ground operations and training to ensure safe operational practices and aircraft airworthiness;
- (iv) Ensuring that all staff thoroughly understand and be aware of the company quality policy and objective;
- (v) Ensure quality assurance program is developed and implemented effectively and strictly;



CHAPTER 2 QUALITY MANAGEMENT SYSTEM

2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS

2.2-17

Issue : 03
Revision : 00
27 Dec 2021

- (vi) Ensuring communication and coordination with operational managers to ensure the efficient reporting of safety, quality and/or security issues, and to ensure such issues are appropriate addressed;
- (vii) Ensuring dissemination of appropriate information via different means for the purpose of maintaining an ongoing awareness of quality assurance results that might affect compliance, operational safety or security or identify opportunities for improvement;
- (viii) Monitoring the promulgation, the adoption of requirements/procedures in the Quality system.

3) Responsibilities

- (i) Close liaison with CAAV on all issues related to quality system;
- (ii) Direct
- (iii) Perform other duties assigned by the CEO.

4) Minimum qualifications and experience

- (i) Being a quality auditor;
- (ii) At least 5 years auditing experience in relevant operational;
- (iii) Be trained in risk management.

d) Heads of divisions/departments

Their authorities depend on its own activities of each Division/Department:

1) Accountabilities

Be ultimate accountable to their Postholders for implementing the following tasks:

- (i) Managing and controlling all operations at their divisions, departments to ensure the compliance with requirements and standards of safety and quality of BAV;
- (ii) Establishing, applying and maintaining Quality system in their division, department in accordance with the safety and quality of BAV and the applicable regulations of the CAAV;
- (iii) Complying with legal regulations (include tasks performed by service providers);
- (iv) Taking appropriate measures to correct and prevent non-conformities which were found or hidden within the quality system and safety management system at their division, department;

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS	2.2-18 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

- (v) Supporting and providing favourable conditions to implement safety and quality assurance program of BAV at their division, department;
- (vi) In case of necessity, the Heads of division/department will delegate their executive functions to responsible person and ensure all delegated functions are following the legal requirements as well as requirements of BAV.

2) Responsibilities

- (i) Perform other duties assigned by their Postholder and/or the CEO.

2.2.3.3 Safety & Quality Assurance Division (SQA)

2.2.3.3.1 Functions

SQA is directly responsible to the Board of management, CEO in safety – quality of BAV, ensuring in compliance with regulations, requirements of CAAV, aviation authorities, aviation organizations/associations (ICAO, IATA) and BAV safety – quality policy.

2.2.3.3.2 Duties

- a) Establish, maintain and operate safety – quality system of BAV in compliance with CAAV's requirements, aviation authorities and other related organizations;
- b) Establish, maintain and regularly update safety – quality policies, standards, procedures, requirements for all fields of flight operation, ground operation and technical of BAV;
- c) Directly responsible to CEO to implement safety management program combined with quality assurance program in order to ensure all operations and maintenance are following safety-quality requirements of CAAV and other related authorities, manage safety report, monitor processes, identify potential hazards, assess safety risks, propose mitigation measures, safety investigation and safety information dissemination;
- d) Be responsible for implementation of monitoring, auditing, evaluating the conformity of safety – quality policies, standards, procedures, requirements of BAV in flight operations, ground operations – services, maintenance and training. Periodically review safety - quality policy and objectives to adjust properly;
- e) Be main responsible for audit, evaluating the conformity of safety – quality policies, standards, procedures, requirements in flight operations, ground operations, cargo operations, maintenance and training for suppliers provided for BAV;

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.2 QUALITY MANAGEMENT SYSTEM OF BAMBOO AIRWAYS	2.2-19 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

- f) Presides Flight data analysis program;
- g) Monitor, audit reliability control program of BAV;
- h) Acknowledge, approve, evaluate and issue certificates to BAV services providers;
- i) Audit training process and certificate issuance for individuals, training organization in flight operations, ground operations and maintenance of BAV;
- j) Establish, maintain relationship and communication with CAAV, other aviation authorities, organizations and associations relating to safety – quality in flight operation, ground operation – services and maintenance. Ensure the implementation of requirements to maintain the effectiveness of:
 - 1) Air operator certificate (AOC);
 - 2) The permission for operation of BAV aircraft to other countries as required;
 - 3) IOSA certificate;
 - 4) BAV 'aircraft certificates.
- k) Has full authority to request the implementation of corrective action and preventive action against potential risks in order to maintain policies, standards of BAV in compliance with regulations of CAAV, other aviation authorities. Be main responsible for investigation, apply preventive measures for accidents and incidents related to flight operation, ground operation and maintenance of BAV;
- l) Approve suppliers in accordance with standards of BAV and be a contact point to support maintenance organization in the process of submission for CAAV's approval in order to meet business requirements of BAV;
- m) Directly report to the CEO on the issues that may affect to safety – quality in flight operation, ground operation and maintenance of BAV;
- n) Perform other duties assigned by CEO.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.3 DOCUMENT SYSTEM	2.3-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

2.3 DOCUMENT SYSTEM

[IOSA ORG 2.1.1], [IOSA ORG 2.1.3], [IOSA ORG 2.1.4]

2.3.1 General

- a) Document system includes regulations, requirements, procedures, standards which are required to applied in the working process. Document system is divided into 2 types, including external document and internal document issued by Bamboo Airways.
- b) Quality Manual is a systematic quality document which determine the basic principles of Quality management system with safety - quality policy committed by the top management and all staff of Bamboo Airways.
- c) BAV shall submit proposed aircraft operating manuals for each type and variant of aircraft operated, containing the normal, abnormal and emergency procedures relating to the operation of the aircraft for approval by the CAAV [VAR 12.163 (a)]
- d) Each Aircraft Operating Manual shall be based upon the aircraft manufacturer's data for the specific aircraft type and variant operated by BAV and shall include specific operating parameters, details of the aircraft systems, and of the check lists to be used applicable to the operations of the AOC that are approved by the CAAV [VAR 12.163 (b)].
- e) The design of the manual shall observe human factors principles [VAR 12.163 (c)]
- f) The Aircraft Operating Manual shall be issued to the flight crew members and persons assigned for operational control functions to each aircraft [VAR 12.163 (d)]
- g) Document System contains legible and accurate overall company policies, procedures, instruction and information necessary regarding to flight operation, maintenance, ground handling operation, safety management system, quality system, security program and training to allow the personnel concerned to perform their duties and responsibilities with a high degree of safety – [VAR 12.153 (b), VAR 12.067 (b)(1), VAR 12.063 (b)(1)].
- h) Document System shall be amended or revised as is necessary to ensure that information contained therein is kept up-to-date – [VAR 12.153 (c)].
- i) Document System shall be in a form that is easy to revise and contains a system which allows personnel to determine the current revision status of each manual – [VAR 12.067 (b)(2)].

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.3 DOCUMENT SYSTEM	2.3-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- j) Do not use of any policy and procedure for flight operations or airworthiness function prior to co-ordination with the CAAV – [VAR 12.067(c)].

2.3.2 The structure of BAV document system

Document system of Bamboo Airways is built based on requirements of VARs and requirements of IOSA manual appropriate to organization model and actual activity of company, covering all the areas of flight operation, maintenance, ground operation and service and training. Document system of Bamboo Airways is divided into 4 levels as the following diagram.

2.3.2.1 The structure of document system

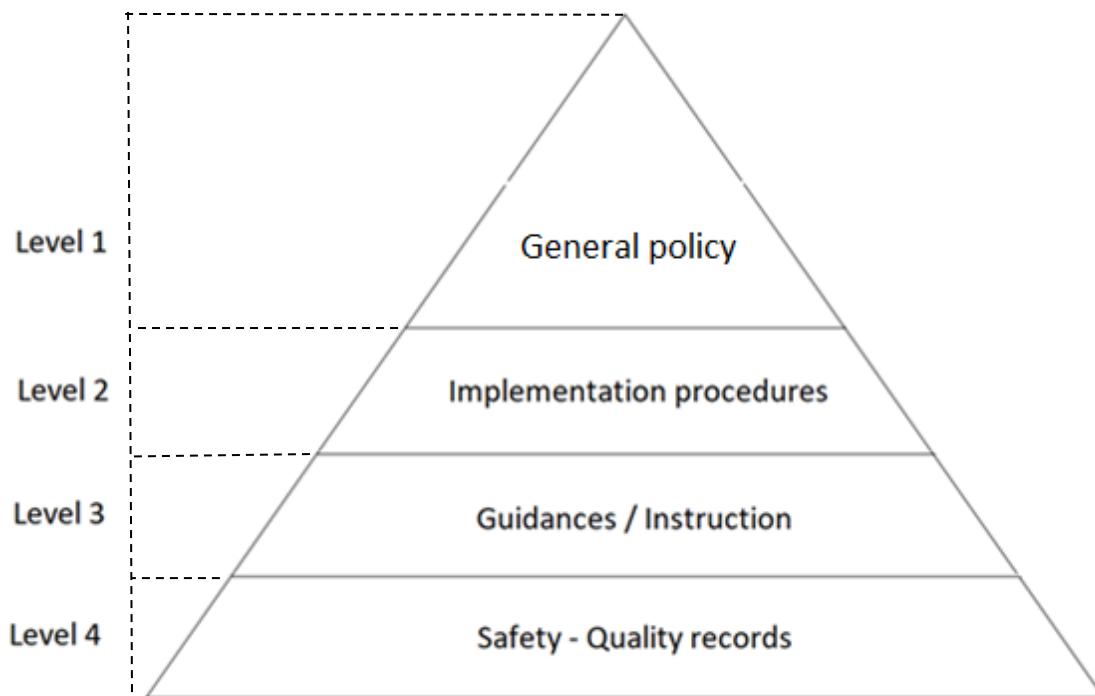


Figure -3 The structure of document system

- a) **Level 1:** documents specified general policy, including:
 - 1) Safety – quality policy of company; Quality manual – QM; Safety management system manual - SMSM,
 - 2) General use policy: Flight operation manual – FOM, Maintenance Control Manual – MCM, Flight operation training manual - FOTM, Ground Operation Manual – GOM 1, GOM 2, Cargo Operation Manual – COM, Airport Service Manual - ASM, Aviation Security Program – ASP, Emergency Response Manual – ERM, etc.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.3 DOCUMENT SYSTEM	2.3-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- b) **Level 2:** documents include internal procedures which are promulgated to implement the processes as described in level 1 documents, procedures applied in operations and maintenance for aircraft types, aircraft fleets. Example: SOPs, CCPM...
- c) **Level 3:** documents include necessary internal/external guidance and standards for applying to implement procedures in the level 2 documents or guidance, instructions, standards for each aircraft.
 - 1) Routes & aerodromes: comprises all Routes and Aerodromes instructions and information needed for the area of operation:
 - (i) Runway Analysis Manual
 - (ii) En-route charts, Airport charts, Airport briefing and instructions in the approved CAAV
 - (iii) Documents and the Jeppesen Airway Manuals.
 - (iv) Airport charts, Airport briefing and instructions issued by BAV which are approved by CAAV.
 - (v) NOTAM.
 - (vi) Validity and use of navigation databases.
 - (vii) Route manual.
 - 2) Airworthiness data and other related information/instruction.
- d) **Level 4:** documents include all safety – quality records which record the results of processes in flight operation, maintenance, ground operation and services and shall be retained as required by aviation regulations and company.

2.3.2.2 Flight Safety Document System Chart - [\[VAR 12.153 \(h\)\]](#), [\[VAR 12.067 \(a\)\]](#)

BAV has established a document system that conforms to the concept of a Flight Safety Documents System described in VARs and as a part of Safety Management System. Flight Safety Document System is defined as a set of inter-related documents (Operations policy manual, Operation manuals, Routes & aerodromes, Training Manuals) established by BAV. The hierarchy of flight safety document system is shown as below:

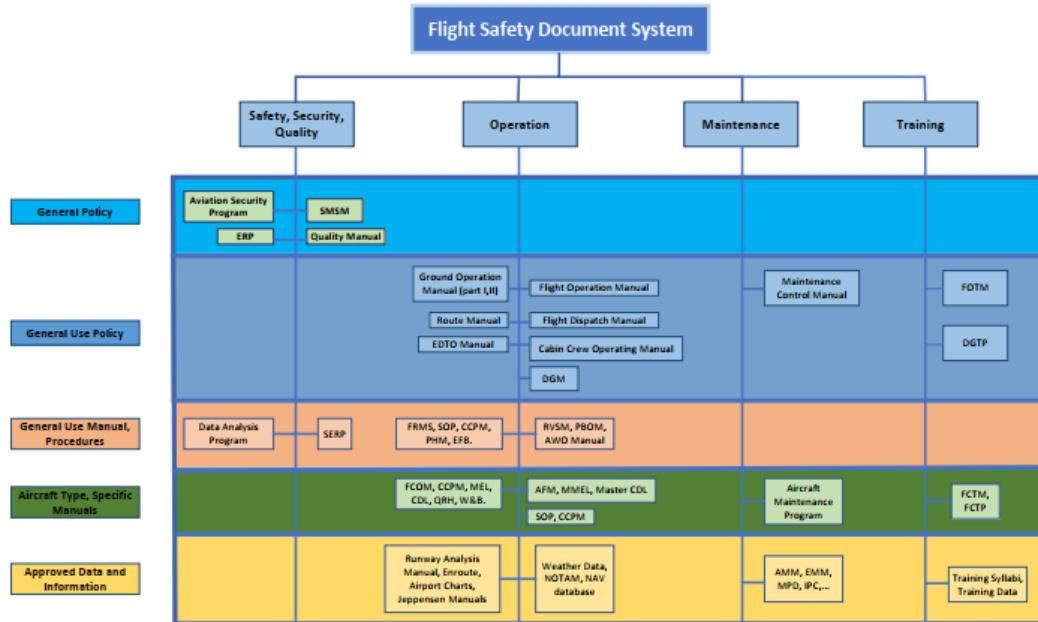


Figure - 4 Flight Safety Document System Chart

2.3.2.3 External document

To facilitate document identification and to be suitable for control of each division, department, external documents are divided into two levels as follows:

- For Bamboo Airways: external documents are official documents which shall be controlled **and disseminated** in the Quality management system. They are derived from:
 - Civil Aviation Authority of Vietnam;
 - Foreign Aviation Authorities: FAA, EASA;
 - International aviation organizations: ICAO, IATA, AAPA;
 - Manufacturers: aircraft, engine, equipment for production;
 - Current legal requirements;
 - Quality standards: ISO 9000, Vietnam Standards.
- For divisions, departments of Bamboo Airways (especially divisions, departments have applied ISO 9000 system), external documents may be also documents which are not issued by divisions, departments as follows:
 - Documents are specified in 2.3.2.3.a;
 - Documents are issued by Bamboo Airways and distributed to divisions, departments for applying;

 QM	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.3 DOCUMENT SYSTEM	2.3-5 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

2.3.3 General requirements for document control

- a) Provisions contained in the different manuals are consistent and do not contradict with one another, consistent with regulatory bodies, manufacturer requirements and human factors principles as well as the necessity to ensure consistency among departments.
- b) All operational manuals are reviewed/ revised on a regular basis, accepted/approved distributed, published.
- c) Be a consistency in document philosophy, format and presentation of content.
- d) Strictly maintain that: upon receipt of material the Authority prescribes as mandatory for inclusion in any portion of the Operations Manual, the BAV shall make the necessary amendments as soon as reasonably possible [\[VAR 12.155\]](#).
- e) Are defined detail in the – 4.2 – Document Control procedure, and

2.3.3.2 Record control

The requirement for control and management of records is specified in section 3.10 – chapter 3 (Safety – quality assurance program).

 QM	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.4 MANAGEMENT REVIEW MEETING	2.4-1 Issue : 03 Revision : 00 27 Dec 2021
--	--	---

2.4 MANAGEMENT REVIEW MEETING

[IOSA ORG 1.5.1], [IOSA ORG 3.3.3],[IOSA ORG 3.4.4]

2.4.1 General

Management review meeting is a part of Quality management system. CEO and Board of management of Bamboo Airways shall periodically review the management of Quality management system to ensure its continuing suitability, adequacy and effectiveness.

2.4.2 Participants and duties

- a) CEO/authorized person is responsible for presiding at management review meeting.
- b) Quality manager is responsible for planning, organizing management review meeting.
- c) 6 Postholders of technical, flight operation, crew training, ground operation, safety and Security.
- d) Heads of divisions, departments in the safety – Quality management system of Bamboo Airways.

2.4.3 Frequency

- a) Quality management system shall be reviewed by the top management of Bamboo Airways once a year and combined with the meeting of Aviation Safety Committee (ASC).
- b) In addition, based on requirements of business situation, unscheduled management review meeting can be conducted in case of the change of safety - quality policy and objectives or Quality management system.
- c) ASC secretary is responsible for planning, preparing content and request for holding management review meeting.

2.4.4 Input data

Input data to management review meeting would typically include:

- a) Reporting the status of Quality management system as well as assessing completion level of quality objectives in the past year.
- b) Results of audits and implementation progress of safety – quality assurance program, including safety – quality audit results in the past years;
- c) Findings from operational inspections and investigations;
- d) Operational feedback, result of customer satisfaction survey;
- e) Incidents and near-miss reports;
- f) Changes in regulatory policy or civil aviation legislation;

 QM	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.4 MANAGEMENT REVIEW MEETING	2.4-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- g) Process performance and organisational conformance;
- h) Results from implementation or rehearsal of the emergency response plan;
- i) The conformity of the organization includes scope, framework, decentralized function and duty, determination of correlations between function and activity within Quality management system and implementation process.
- j) Status of corrective and preventive actions;
- k) Follow-up actions from previous management review;
- l) Feedback and recommendations for improving management system.
- m) Regulatory violations;

2.4.5 Output data

- a) Output data from management review meeting would be presented in the minutes of meeting, including decisions and actions related to:
 - 1) Improvement of the processes throughout the management system;
 - 2) Safety and security requirements;
 - 3) Resource needs.
- b) Follow-up the implementation of management review conclusion
 - 1) Quality manager is responsible for monitoring the implementation of management review meeting conclusions.
 - 2) Periodically report to CEO on the implementing progress of the safety – quality objectives, propose the necessary measures in order to achieve these objectives.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.5 SAFETY – QUALITY MEETING	2.5-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

2.5 SAFETY – QUALITY MEETING

2.5.1 General

Safety – Quality Meeting is conducted periodically to discuss all issues related to safety – quality management system.

2.5.2 Participants

- a) Chairman shall be Chief Executive Officer (CEO), Director of Flight operation, Technical, Ground Operation and Service in the meeting of each field or Heads of SAG1/ SAG2/ SAG3 in the meeting of each group.
- b) Director or authorized person of SQA Division;
- c) Heads or authorized person of other divisions, departments in safety – Quality management system of Bamboo Airways.

2.5.3 Frequency

- a) Safety – quality meeting is combined with monthly/ quarterly/ yearly meetings of Flight operation, Technical or Ground operation – service and periodic meetings of SAG1, SAG2, SAG3 to resolve all issues related to safety-quality instead of separate safety – quality meeting.
- b) Based on operational situation, unscheduled safety – quality meeting can be conducted.

2.5.4 Contents

The following issues will be discussed in the safety – quality meeting:

- a) Report on result and progress of safety – quality assurance program, including review of safety – quality audit results.
- b) Operational feedback from customer;
- c) Status of the corrective and preventive actions;
- d) Results of implementation from previous management reviews;
- e) Arising issues during the implementation of regulations of authority or partners as well as the procedures, standards of Bamboo Airways.
- f) The change of current requirements, standards that affects compliance with safety Quality management system or leads to the change of internal standards, internal procedures of Bamboo Airways.
- g) The proposal for improvement, prevention;
- h) Information exchange within system.

2.5.5 The results of meeting

- a) Content of the safety –quality meeting is presented in the conclusion of the meeting of flight operation, technical, ground operation - services

 QM	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.5 SAFETY – QUALITY MEETING	2.5-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

and the meeting of SAG1, SAG2, SAG3. These conclusions shall be forwarded to CEO, Postholders of technical, flight operation, crew training, ground operation, safety and Heads of divisions, departments participating in the meeting.

- b) The Quality manager is responsible for monitoring the implementation of conclusions of safety –quality meeting.
- c) Heads of other divisions, departments are responsible for implementing assigned tasks according to the conclusion of safety – quality meeting and reporting to Quality manager on implementation progress and results.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

2.6 PROVISION OF RESOURCES

[Appendix 1 to 12.060 (a), (b)], [IOSA ORG 1.6.1, 1.6.2, 1.6.3, 1.8.1, 3.1.6]

2.6.1 General

Bamboo Airways' policy is to identify and provide adequate necessary resources to maintain and continuously improve safety - quality in operation, safety risk management, aviation security threat, aircraft maintenance and quality of service in general:

- a) BAV shall make arrangements to ensure continuity of supervision if operations are conducted in the absence of any required management personnel [Appendix 1 to 12.060 (a)].
- b) All management personnel of BAV shall be contracted to work sufficient hours such that the management functions are fulfilled [Appendix 1 to 12.060 (b)].

2.6.2 Human resources

[IOSA ORG 1.3.5], [IOSA ORG 1.6.2], [IOSA ORG 1.6.3], [IOSA ORG 1.6.4]

2.6.2.1 General principles

- a) Bamboo Airways ensure that all assigned personnel shall have appropriate competency to perform their works relevant to safety – quality and security of aircraft operations on basic of knowledge, training, skills and appropriate experience as required by law.
- b) Bamboo Airways ensure that all assigned personnel who perform functions relevant to the safety or security of aircraft operations are required to maintain competence on the basis of continued education and training and, if applicable for a specified position, continue to satisfy any mandatory technical competency requirements.
- c) Responsibility and authority for each position, including leadership positions are described in the appointment decision and job description for each position.
- d) Before being assigned duty, all employees shall be trained on the operational procedures, requirements, working rules, including labor safety, environmental protection regulations, requirements on Quality management system of Bamboo Airways. All staff shall understand language in documents within their scope of work.
- e) Based on internal requirements, Bamboo Airways ensures that all employees participating in operation, services and aircraft maintenance must strictly comply with regulations of Vietnam as well as other countries which Bamboo Airways fly to.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- f) Bamboo Airways ensures all employees involved in the operational activities, services and aircraft maintenance meet health and mental standards to fulfill their duties.
- g) In case of necessity, the leader of each position shall authorize responsible person their executive functions and also make sure all authorized functions comply with statutory regulations as well as requirements of Bamboo Airways.

2.6.2.2 Qualification and training

- a) For positions that affect to safety – quality, specific qualifications are required in VARs issued by CAAV and be described detail in flight operation, maintenance, ground operation documents.
- b) Postholders, Quality Manager shall be acceptable to the CAAV and operation control personnel must be ensuring [\[VAR 12.060\(k\)\]](#)
 - 1) Qualification shall be suitable with designated management positions.
 - 2) Thoroughly understand the principles and requirements for safety – quality that described in QM, SMSM.
 - 3) Thoroughly understand VARs of CAAV, requirements of IATA operational safety standards (IOSA).
 - 4) Thoroughly understand requirements, standards of Bamboo Airways for all operational activities which are described in documents such as FOM, MCM, GOM 1, GOM 2, COM, SEP, ERP.
 - 5) Thoroughly understand the principles of Quality management system.
 - 6) [The minimum qualifications for the Quality Manager are:](#)
 - (i) [Being a quality auditor;](#)
 - (ii) [At least 5 years auditing experience in relevant operational;](#)
 - (iii) [Be trained in risk management.](#)
- c) Specific qualification and experience of Postholders
[Refer QM Section 2.2.3.2.2](#)
- d) In addition to the above specific requirements, standards on qualification, experience of each position are specified in the recruitment requirements and the title standards which are issued by Human Resource Dept.
- e) Director of flight operation, technical, ground operation and services are responsible for ensuring human resource plan, including recruitment plan, initial training and recurrent training are implemented to meet

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

qualification requirements and suitable for the proposed production capacity of Bamboo Airways.

- f) Postholder of crew training is responsible for establishing objectives and annual training plan which is described in training program (including recurrent training and upgrade training) in accordance with requirements for qualification. Ensure training courses are conducted at the qualified training centers and the quality of training shall be controlled.

2.6.3 Information and data

[\[IOSA ORG 1.4.1\]](#), [\[IOSA ORG 2.1.1\]](#)

- a) Company commits to ensure that individuals can access necessary information and data for an effective completion of assigned duties.
- b) Type of communication in operation shall be assured to reach every staff to support the primary goal for safety – quality and security and enhance business effectiveness. Information system may include the following forms:
 - 1) Paper type: complies with requirements on the compilation and the promulgation of document of Bamboo Airways. This form is applied to all kinds of reports, including operational reports, safety – quality and security reports.
 - 2) Electronic type: Complies with requirements on the Bamboo Airways network, email, telephone management.
 - (i) Email;
 - (ii) Telephone, fax;
 - (iii) Internet.
 - 3) Others:
 - (i) Memorandum, letter, bulletin
 - (ii) News-letter, book, magazine
- c) Bamboo Airways top management always encourage their staff in reporting all problems related to safety – quality in flight operation, maintenance, ground operation and services and commit that reporting does not lead to punitive action or mishandling for personnel who conduct timely report.
- d) BAV ensures critical information and communications technology systems and data used in operations and maintenance functions are identified and, in accordance with risk management principles,

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

appropriate measures are developed and implemented to protect them from unlawful interference.

2.6.4 Equipment and working environment

[VAR 12.065], [IOSA ORG 1.6.1]

Bamboo Airways' policy is to provide and maintain the facilities, workspace, equipment and supporting services, as well as work environment used in support of business that meets and satisfy operational safety and security requirement of authorities, aviation organizations, codeshare partners and Bamboo Airways as follows:

- a) Working environment is safe and qualified with necessary equipment as required;
- b) Ensure establishing and maintaining facilities of flight operation, maintenance, ground operation and services meet safety – quality and security requirements of CAAV, international aviation organizations.
- c) Maintain operational and airworthiness support facilities at the main operating base. Facilities must be appropriate for the area and type of operation [\[VAR 12.065 \(a\)\]](#).
- d) Provide adequately and maintain stability of working tool, including hardware, software;
- e) Ensure adequate provision of appropriate supporting services including medical services, transportation, communication for employees.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-5 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

BAV may establish a main operation base and a main maintenance base at the same location or at separate locations. Provide written notification of intent to the CAAV at least 30 days before it proposes to establish or change the location of either base [\[VAR 12.063 \(c\)\(d\)\]](#).

2.6.5 Planning

[\[IOSA ORG 1.8.1\]](#)

To ensure resources providing for business and meet standards and requirements on safety quality and security of Authorities, aviation organizations and codeshares partners as well as internal requirements of company, Bamboo Airways have requirements, policies and guidelines for the planning process as follows:

- a) Business plan is developed on the basis of principles that meet conditions, requirements **and objectives** for safety – quality and security of Bamboo Airways as well as CAAV, other authorities **and original equipment manufacturers**;
- b) Resources planning (human resources, equipment and budget) must meet business objectives, the priority requirements on safety – quality and security and also ensure the principles of savings and efficiencies.
- c) All plans shall be developed on the basis of analysis and assessment of implementing results of previous years, follow up closely proposed objectives including short-term and long- term objectives.
- d) Annual plan is developed based on the specific guidance, direction, objectives and appropriate for each year. This plan is reviewed, approved and promulgated by the board of management and Bamboo Airways top management at the beginning of the year.
- e) Based on approved plan and proposed objectives, Bamboo Airways monitor, audit the implementation to make adjustment appropriate to the actual situation of each period.

2.6.6 Delegation Process

[\[Appendix 1 to 12.060 \(a\)\], \[IOSA ORG 1.3.2\]](#)

2.6.6.1 Purpose

Ensuring managerial continuity is maintained when operational managers, including nominated post holders, if applicable, are absent or unscheduled absent from the workplace, shall have a delegation of accountabilities and/or responsibilities related to systematic management and job management to maintain regular operations within Bamboo Airways' organization.

2.6.6.2 Levels and scope of delegation

All management levels are authorized to delegate to another person on their behalf (the authorizer) specific duties in the context of the authorizer's

 QM	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-6 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

accountabilities and/or responsibilities. The authorizers shall ensure compliance with the requirements of Bamboo Airways, the regulations of the aviation authorities as well as the legislation applicable in Vietnam.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-7 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

2.6.6.3 Classification: include 2 types

2.6.6.3.1 Delegation of authority in case by case

(in accordance with BAV's delegation process 2.6.6.4 b)

2.6.6.3.2 Permanent delegation of authority

Permanent delegation of authority of the top management is defined as following:

- a) When operational managers, including the nominated postholder are no longer controlling the current job from the workplace, shall delegate the responsibilities within the management system to assure managerial continuity.
- b) The CEO authorizes and permanently assigns responsibility to the Director of Safety, Quality and Security on an ongoing basis to liaise with regulatory authorities, organizations and associations with respect to safety – quality and security in flight operation, ground operation – services and maintenance.
- c) The CEO authorizes and permanently assigns responsibility to Technical Postholder for liaising with original equipment manufacturers.
- d) Any other delegation of authority in the course of Bamboo Airways operation activities related to liaising with other operationally relevant external entities shall comply with this delegation process.

Permanent delegation of authority at Divisions, Departments, group, team shall be specified in internal documents such as regulations for organization and operation, organization exposition or process, procedures of Divisions/Departments.

2.6.6.4 Delegation process

- a) The delegation of authorization form shall be in the written text, email or set in document, for the unscheduled absent from the workplace, verbal authorization is taken.
- b) Delegation steps:
 - 1) Making the authorization form:
 - (i) Specify authorizer and authorized person, positions, work place.
 - (ii) Define content and scope of delegation, indicating the specific quality standards, provide instructions, necessary information, mechanisms for receiving and processing information to the authorized persons to carry out the task.
 - (iii) Define the duration of the effective date of the authority.

	CHAPTER 2 QUALITY MANAGEMENT SYSTEM 2.6 PROVISION OF RESOURCES	2.6-8 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- (iv) Define the authority of the authorized individual to perform their duties.
 - (v) Scope of work is permitted re-authorization (if applicable).
Other provisions (if any)
 - (vi) Signature of parties involved (if any).
 - 2) Inform: delegation of authorization text shall be sent to authorized person, the people involved within organization, the prior authorization takes effect.
 - 3) Report: The authorized person is responsible for reporting the condition of the work to the authorizing officer.
- Follow up and monitor the implementation process: Authorizer is responsible for following up and monitoring authorized person who perform assigned work, assess efficiency, timely adjust to be suitable with the objectives and content of authorized work.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM	3-1 Issue : 00 Revision : 00 27 Dec 2021
---	---	--

CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM

VAR 12.073(a), VAR 12.073 (b), AC-00-002 (3.4)

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.1 GENERAL	3.1-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

3.1 GENERAL

[IOSA ORG 1.4.1], [IOSA ORG 1.5.2]

- a) BAV shall ensure that each quality system includes a quality assurance programme that contains procedures designed to verify that all operations are being conducted in accordance with all applicable requirements, standards and procedures [VAR 12.073 (b)].
- b) The purpose safety - quality assurance is to assure all activities of operation, aircraft maintenance and services are in ongoing compliance with regulatory requirements, other applicable regulations, rules and BAV's current standards, procedures and requirements.
- c) In addition, in order to comply with the latest CAAV's requirements about safety management system and improve the effectiveness of operation, Bamboo Airways combines safety audit with quality audit process.
- d) The content of this chapter will describe scope, policy and guidance of quality assurance program as well as combined safety audit (is called safety - quality assurance program). This is the main part of Quality system and is one part which can not be missed of safety management system.
- e) Safety - Quality assurance program that provides for the auditing of the management system and of operations and maintenance functions, to ensure:
 - 1) Complying with applicable regulations and standards;
 - 2) Satisfying stated operational needs;
 - 3) Identifying areas requiring improvement;
 - 4) Identifying hazards to operations;
 - 5) Assessing the effectiveness of safety risk controls;
 - 6) **Assessing a communication system to ensure the exchange of operational information throughout all areas of its organization.**
- f) The quality audit programme, and the quality auditor(s) manager, shall be acceptable to the CAAV [VAR 12.073(c)].

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.2 GENERAL REGULATION	3.2-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.2 GENERAL REGULATION

Bamboo Airways safety quality assurance program is built based on systematic inspection and audit, ensures that safety quality always be maintained to comply with the regulations and standards in the following areas:

- a) Flight safety;
- b) Flight operation;
- c) Operation activities of pilot and cabin crew;
- d) Aircraft maintenance;
- e) Ground operation and services;
- f) Training;
- g) Cargo handling (include dangerous goods transportation) [\[VAR 18.045 \(p\)\]](#);
- h) Security.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.3 SAFETY QUALITY INSPECTION	3.3-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

3.3 SAFETY QUALITY INSPECTION

3.3.1 General

Safety quality inspection is a part of safety quality assurance program [VAR 12.073, VAR 12.075], which will review, compare the concrete performance/document to confirm the compliance with set out standards and regulations.

3.3.2 Scope

The following areas will be inspected safety, quality frequently:

- a) Operational handling for flight;
- b) Anti/De-icing for aircraft on the ground;
- c) Flight supporting services;
- d) Ground support equipment services;
- e) Cargo (include dangerous goods transportation), cargo on board, baggage and mail handling services;
- f) Passenger services;
- g) Loading;
- h) Ramp operations;
- i) Aircraft Fueling;
- j) Maintenance;
- k) Technical standards;
- l) Training requirements.

3.3.3 Responsibility to inspect and report

- a) Safety quality inspection and monitoring in the above areas will be conducted directly by divisions, departments (safety quality divisions, if any), and SQA Division to assure safety quality levels are maintained in compliance with requirements. Services from outsourced suppliers will be inspected by station supervision or branches and SQA Division
- b) Safety – Quality staff must have experience and suitable qualification with the areas of assigned work.
- c) During inspection, matters relating safety quality must be corrected before incident may occur. Potential risks must be identified and complete corrective actions taken by Bamboo Airways or proposed to cooperate with partner to resolve. Concerning departments, divisions and board of management will take part directly in management process, make suitable decision for full resolution.

 CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.3 SAFETY QUALITY INSPECTION	3.3-2 Issue : 03 Revision : 00 27 Dec 2021
--	---

- d) Any non-conformities found during the inspection must be corrected in a timely manner, and the result of the implementation must be reported to Heads of relating divisions, departments. Result of safety quality monitoring must be also reported to SQA Division every 6 months for review at periodical meeting of all areas as well as meeting of SAG1, SAG2, SAG3.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.4 SAFETY QUALITY AUDIT

The safety & quality audit system of BAV is described in this chapter [\[VAR 12.073 \(d\)\], \[IOSA ORG 3.4.10\], \[IOSA ORG 3.4.11\]](#)

3.4.1 General

- a) Safety quality audit is a systematic and independent process of benchmarking, comparing actual activities of operation, maintenance and services with applicable procedures, regulations and standards.
- b) Safety Quality audit rating
 - 1) Safety quality audit activities are rated as follows:
 - (i) Internal audit: safety quality audit is implemented by Bamboo Airways auditors at departments, divisions in their own safety-Quality management system in order to fulfill the internal and external requirements and regulations which are committed by Bamboo Airways. Besides evaluating the effectiveness of corrective actions stemming from safety quality audit and safety reports, it is also required to assess the effectiveness of mitigation measures for hazards detected in risk assessments from each Safety Action Group or management of change in all disciplines (FLT, CAB, DSP, CGO, GRH, & MNT)
 - (ii) External audit/Second party audit:
 - + Safety quality audit of components, material, service suppliers, agents of Bamboo Airways.
 - + Safety quality audit of partners' activities, mostly code share partners, performed by Bamboo Airways.
 - (iii) Third party audit: audit to approve certificate of authority and other organizations of Bamboo Airways (include AOC audit to issue/renewal the certificate for airlines; IOSA audit, SMS audit of CAAV).

c) Scope

Scope of safety quality audit is applied in the following areas:

- (i) Organization, function and responsibility;
- (ii) Plans and company objectives;
- (iii) Operational procedures;
- (iv) Flight safety;
- (v) Supervision of the operation;
- (vi) Aircraft performance;

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- (vii) All weather operations;
- (viii) Status and usage of COM and NAV equipment and procedures;
- (ix) Instruments and safety equipment;
- (x) Manuals, logs and records control;
- (xi) Flight time limitations for crew;
- (xii) Maintenance - operations interface;
- (xiii) Use of MEL;
- (xiv) Maintenance program, airworthiness and AD management;
- (xv) Maintenance accomplishment and defect deferral (HIL);
- (xvi) Flight crew and cabin crew activities;
- (xvii) Security control;
- (xviii) Ground operations
 - + Ramp Operations
 - + Passenger Service
 - + Baggage Service
 - + Cabin Service
 - + Weight and balance control
 - + Ground Support Equipments
 - + Fuel service
 - + Cargo (include dangerous goods transportation) and mail handling – [VAR 18.045\(p\)](#)
 - + Cold weather procedure program (de-icing and anti-icing)
 - + Cargo on board
- (xix) Training.
- (xx) Ground support equipment maintenance

3.4.2 Responsibility

- a) Quality manager has responsibility to develop and implement audit program in the areas which are stated in 3.2. This program is conducted by auditors of SQA Division or attorney.
- b) Heads of divisions, departments have responsibility to cooperate and provide necessary conditions to implement effectively Bamboo Airways's safety quality assurance program.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- c) Quality manager has responsibility to monitor the implementation and report to CEO matters that affect safety, quality found through audit process.

3.4.3 Basic processes of safety quality audit

- a) Safety quality audit will be implemented systematically in Bamboo Airways's operation, maintenance and services activities based on regulations, standards of authorities, aircraft, engine manufacturers, operators, contracts between Bamboo Airways and partners, and internal procedures of relating divisions, departments.

- b) Audit program:

Bamboo Airways audit program is developed with frequency and scope that meets requirement of authority, requirement of maintaining and improving the effectiveness of Quality management system and safety management system for the sake of minimizing the cost with the highest effectiveness:

- 1) Audit program is developed on the principle to make sure that areas which have direct influence on safety quality in operation, maintenance and services will be audited at least once in every 12 months.
- 2) Frequency of audit may increase in areas where hazards beyond safety quality are often occurred, or areas that Quality management system does not control thoroughly, or areas which are decided to be reviewed frequently by Bamboo Airways in order to maintain a certain safety level or work/service quality.
- 3) When obtaining the approval from aviation authority, frequency of audit may decrease for areas in which safety quality of operation, maintenance and services are maintained but not less than 12 months.
- 4) The change in time between audits is approved by Quality manager.

- c) Annual audit plan:

- 1) Annual audit plan is divided into 3 areas including flight operation, aircraft maintenance and ground operation-service. Audit plan in each area is divided into domestic and abroad audit including Bamboo Airways's internal audit and external audit;
- 2) The annual audit is developed by SQA Division on the basis of past performance audit and other relating regulation;
- 3) Quality manager is responsible for final check for annual audit plan to submit the CEO for budget approval and abroad audit plan's budget approval;



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.4 SAFETY QUALITY AUDIT

3.4-4

Issue : 03
Revision : 00
27 Dec 2021

- 4) SQA Division is responsible for reporting CAAV Bamboo Airways's annual audit plan on behalf of company after getting official approval from CEO.
- d) Implement audit plan:
 - 1) Quality manager is responsible for reviewing the necessary sources to implement annual audit plan after getting approval. Annual audit plan must be finished before 31 December of that year.
 - 2) Departments of SQA Divisions are responsible for implementing audit plan of their own areas.
- e) Define audit standard

Lead auditor of each audit is responsible for defining relating standards which are applied for audit. Reference standards applied in audit include:

 - 1) Standards, regulations, documents of CAAV;
 - 2) ICAO regulations;
 - 3) IOSA standards of IATA;
 - 4) Standards in Bamboo Airways' documents such as: QM, SMSM, FOM, MCM, GOM 1, GOM 2...;
 - 5) Internal procedures, standards of auditee;
 - 6) Current standards, other relating regulations in compliance with audit purpose;
 - 7) Minimum safety level for certain work types/procedure.
- f) Implement audit:
 - 1) According to level and purpose, audit performance will be divided into three different levels:
 - (i) Systematic audit;
 - (ii) Process audit;
 - (iii) Products audit.
 - 2) Audit process is implemented into two basic steps:
 - (i) Evaluate the compliance of document system including procedures, regulation and standards of auditee with safety, quality requirement of aviation authorities, ICAO and Bamboo Airways;
 - (ii) Evaluate work process, certain activities of auditee in compliance with current procedure, regulation and standards.
 - 3) The following skills will be applied during audit:

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-5 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- (i) Examining document
- (ii) Approach matter with process principle and always follow audit orientation;
- (iii) Ability of identifying hidden risks in processes as well as evaluating level of safety assurance of activity, procedure and process chain;
- (iv) Review safety, security incidents in operations that happened;
- (v) Review a result of last safety – quality audits, including the effectiveness of corrective actions that have been implemented;
- (vi) Interview or talk with staff at auditee place;
- (vii) Take sample of record to check the compliance;
- (viii) Observe to confirm compliance, safety assurance level in certain activities as well as general safety assurance level against the results of those activities;
- (ix) Check the availability of necessary source such as document, equipment... which are used for work at auditee place;
- (x) Take note what were observed.

g) Non-conformity rating

- 1) The purpose of audit process is to find the compliance with regulations and standards which are published as well as general safety assurance level of system or a single process. However, when auditor recognizes matters which were not fully complied with audit standard or conflicts with current regulation or hidden risks which may cause unsafety in single process or the whole system, the auditor shall be responsible for taking note and raising non-conformity report.
- 2) Non-conformities are divided into two following levels:
 - (i) Level 1: Non-conformity **is extremely serious and could result in the loss or suspension of the AOC**. These non-conformities have a hazardous nature on safety, airworthiness, regulatory violation, service delivery, reputation. The level 1 may consider **as a high safety risk level/unacceptable (R1)**, need to take corrective action immediately or before the time of taking into services.
 - (ii) Level 2: Non-conformity **is anything that could lower the desired standard and could possibly cause a safety hazard to an aircraft**. This level 2 may consider **as an acceptable level of**

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-6 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

safety risk (R2), need to take corrective action immediately completed within 30 days.

- 3) In addition to non-conformities, “observations” may be raised by the audit team. Observations are matters which are not level 1, 2 or 3 non-conformities, but they cause potential risks which can become non-conformities. Auditee may have no responsibility to take corrective actions for observations, but must carefully consider them to prevent hidden risks.
 - (i) All non-conformities must be agreed between the audit team and leaders or attorneys of the auditee.
 - (ii) The content of non-conformities must be stated in audit report.
 - (iii) In case, agreement about non conformities between audit team and auditee could not be reached, Team leader must report Director of SQA to solve.

h) Audit report

- 1) Within 10 days after the audit, team leader must submit audit report in written to Director of SQA Division;
- 2) The approved audit report must be sent to auditees;
- 3) Concerning Department of SQA must retain record and follow up corrective actions according to areas;
- 4) Matters relating safety which were raised in audit reports will be used as one of the effective input to Safety management system;
- 5) Director of SQA Division must report matters that overwhelm safety quality to CEO, Director of relating areas;

i) Follow up audit result

- 1) Director of SQA Division has general responsibility in monitoring the progress as well as the effectiveness of corrective/preventive actions.
- 2) Audit team has responsibility to report Director of SQA Division the progress of preventive/corrective actions. When corrective/preventive actions are not done timely, auditee will be received notice by SQA Division.
- 3) Result of corrective/preventive actions will be reported to Bamboo Airways top management and/or SAG1, SAG2, SAG3 meeting.

j) Close audit and retain record

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-7 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 1) Team leader has responsibility for closure of corrective action after getting all evidences verifying the effectiveness of corrective/preventive action.
- 2) Corrective preventive action records must be retained with audit report.
- 3) Audit reports are retained at concerning Department of SQA Division according to areas.
- 4) Retention time of safety quality records is 5 years, complying with aviation authority requirement and Bamboo Airways's safety quality records retention regulation.
- k) Annual audit plan change
 - 1) Annual audit plan is implemented within the year.
 - 2) In general, the implementation of the audit plan shall execute since the plan be approved. In case having changes comparing with the approved audit plan, General Manager of each Department of SQA Division have responsibility to make Audit Plan Change Request and submit to SQA Director for approval.
- l) Audit method

If onsite audit is not possible or desired, BAV may decide to perform remote audits as an alternative method. Such audits shall be carried out in accordance with processes and procedures defined in 4.3.5 and following the annual safety quality audit plan.

In general, the main processes and procedures relevant to such audit methods should be the same, the remote audit, however, should consider the following information for the different steps of the audit procedure:

 - 1) Audit planning and preparing:
 - (i) Detailed audit plan shall include scheduled calls;
 - (ii) Documentation access (live sharing, cloud server, file sharing platform, documentation software or any other acceptable methods);
 - (iii) Requesting a cross-reference list to enable an efficient remote assessment, and assessing the documentation prior to the start of the remote audit;
 - (iv) Determining the methodology and techniques to be used for assessing the records remotely;
 - (v) Internet connection and reliable communication equipment availability

 CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-8 Issue : 03 Revision : 00 27 Dec 2021
---	---

(vi) IT solutions for video conferencing and document sharing etc;

(vii) Scheduling test sessions to review the quality of the video and audio and connectivity issues as required;

If necessary, checklists may be customized to reflect the current status of the areas of operations that are planned to be assessed.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-9 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.4.4 Audit frequency

- a) BAV's audit program is developed with frequency and scope that meets requirement of authority, requirement on maintaining and improving the effectiveness of Quality system and safety management system for the sake of minimizing the cost with the highest effectiveness.
- b) Audit program is developed on the principle to make sure those key functions shall be audited every 12 months (in comply with AC 00-002), those other functions shall be audited every 24 months (for domestic airport) and 36 months (for outstations).
- c) When getting the acceptance from aviation authority, audit frequency may decrease for areas in which safety - quality of operation, maintenance and services are maintained.
- d) Audit frequency may increase for areas which hazards overwhelm safety - quality are often occurred, or areas that Quality system does not control thoroughly, or areas which are decided to be reviewed frequently by Bamboo Airways in order to maintain certain safety level or work/service quality.
- e) BAV recognizes and may not conduct an audit for ground handling companies that are on the ISAGO (IATA Safety Audit of Ground Operations) Registry, the IATA De-Icing / Anti-Icing Quality Control Pool (DAQCP), the IATA Drinking-Water Quality Pool (IDQP), and the IATA Fuel Quality Pool (IFQP) because such companies have been audited and are in conformity with IATA standards. However, BAV shall conduct the audit at a station within 12 months where hazardous frequently occur, safety reports and mandatory occurrence reports (MOR) are being often reported, to ensure ground handling safety and security requirements are being fulfilled.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.4 SAFETY QUALITY AUDIT	3.4-10 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

f) The adjustment of time between audits is approved by Quality Manager.

Table 3-1 Safety-Quality Audit frequency

No.	Scope	Location / Frequency (month)			Note
		Headquarter/ Operation main base	Domestic Airport	Outstation	
A Flight Operations					
A1	Flight Crews Division	12	No	No	
A2	Cabin Crews Division	12	No	No	
A3	Operation Control Center	12	No	No	
A4	In-flight audit (LOSA)	-	-	-	In-flight audit (cockpit, cabin) according to LOSA
A5	Training Center	12	N/A	N/A	For training i.a.w BAV's procedures
A6	Simulator Service Provider	12	No	12 (See note)	Consider combining with CAAV to audit SIM training organization (if any)
A7	Aviation Training Organization	12	No	12 (See note)	Combine with CAAV to audit training organization (if any)
A8	Flight Crew Leasing Organization	24	No	36	



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.4 SAFETY QUALITY AUDIT

3.4-11

Issue : 03
Revision : 00
27 Dec 2021

No.	Scope	Location / Frequency (month)			Note
		Headquarter/ Operation main base	Domestic Airport	Outstation	
B	Maintenance				
B1	Maintenance Management and Airworthiness	12	No	No	Conformity with maintenance procedures as described in MCM, AMP, Technical SOP
B2	Approved Maintenance Organization (Base maintenance/ Line Maintenance)	12	No	No	Audit maintenance organization in comply with CAAV's VAR part 5, IOSA MNT, maintenance agreement
B3.1	Line maintenance (AMO BAV)	12	24	12	Outstation audit is combined with CAAV to renewal audit in comply with VAR Part 5 for outstation AM, IOSA MNT, maintenance agreement
B3.2	Line maintenance (Contractor)	N/A	24	12	Outstation audit is combined with CAAV to renewal audit in comply with VAR Part 5 for outstation AMO, IOSA MNT, maintenance agreement
B4	Maintenance for engine, gear, APU	12	N/A	N/A	All maintenance organizations for aircraft equipment shall be reviewed with audit checklist conducted by SQA Division every 12 months.



QM

CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM

3.4 SAFETY QUALITY AUDIT

3.4-12

Issue : 03
Revision : 00
27 Dec 2021

					Onsite audit for maintenance organization at outstations can be conducted when having special request of safety management program
B5	Maintenance for other aircraft equipment	12	N/A	N/A	All maintenance organizations for aircraft equipment shall be reviewed with audit checklist conducted by SQA Division every 12 months. Onsite audit for maintenance organization at outstations can be conducted when having special request of safety management program
B6	Suppliers for aircraft components and spares	(See note)	N/A	N/A	All suppliers shall be reviewed, evaluated by records every 24 months. Onsite audit for suppliers at outstations can be conducted when having special request of safety management Program
B7	Training Center	12	N/A	N/A	For training i.a.w BAV's procedures



QM

**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.4 SAFETY QUALITY AUDIT

3.4-13

Issue : 03
Revision : 00
27 Dec 2021

No.	Scope	Location / Frequency (month)			Note
		Headquarter/ Operation main base	Domestic Airport	International Airport	
C	Ground Operations and Cargo				
C1	Ground Operations and Cargo management and monitoring	12	24	36	
C2	Aircraft handling on the ramp, passengers, baggage and cargo services	12	24	36	
C3	Fuel supply and refueling services	12	24	36	
C4	Anti/de-anti icing on the ground	24	No	36	

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.5 SAFETY QUALITY MEASUREMENT, ANALYSIS AND IMPROVEMENT	3.5-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.5 SAFETY QUALITY MEASUREMENT, ANALYSIS AND IMPROVEMENT

3.5.1 General requirement

- a) To monitor the safety quality condition in flight operation, maintenance, ground operation-service, collection and analysis of data of Quality management system and safety management system must be done frequently.
- b) Data measurement, analysis activities of the system contribute to find out the chance for continuously improving and enhancing safety level, product quality of Bamboo Airways, to satisfy customer's demand in the best way as well as maintain and improve the safety level in the whole Bamboo Airways's processes.

3.5.2 Measurement

Different methods and forms are applied to monitor and measure activities of the system, Methods of analysis, measurement are appropriate to the working areas and comply with requirements of aviation authorities:

- a) Safety quality audit is the first method to measure the effectiveness.
- b) Flight analysis monitoring system, captain report analysis and collection and analysis of safety quality audit result are continuous activities implemented to maintain and improve flight safety assurance requirements of the operator.
- c) In aircraft maintenance, the Reliability Control Program which is operated by Reliability Council will monitor aircraft technical condition in order to provide improvement of the aircraft maintenance program. Reliability report for each type of aircraft is issued monthly.
- d) Services quality measurement at airports is done by Service & Ground Operation in order to evaluate the effectiveness and quality of ground operation and passenger services.
- e) Feedback information system is implemented by Service & Ground Operation to collect customer satisfaction information, mostly from passengers. Feedback information report is issued monthly for relating divisions, departments. This is the main source for evaluating the customer satisfaction at safety - quality meeting.

3.5.3 Analysis and improvement

- a) Statistical technique is used frequently in collected data, information analysis process. Statistical technique helps measurement; analysis point out the fluctuation in safety quality activity.
- b) Statistical technique application helps to understand the nature, level, cause of the fluctuation in order to find out the corrective/preventive action as well as the most effective improvement.



CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM

3.5 SAFETY QUALITY MEASUREMENT, ANALYSIS AND IMPROVEMENT

3.5-2

Issue : 03
Revision : 00
27 Dec 2021

- c) P-D-C-A quality circle is the most effective tool used to improve Quality management system and safety management system (SMS) incessantly based on results of activity information measurement, statistic of each area. Corrective/preventive action is a key point.
- d) DEMING quality circle model

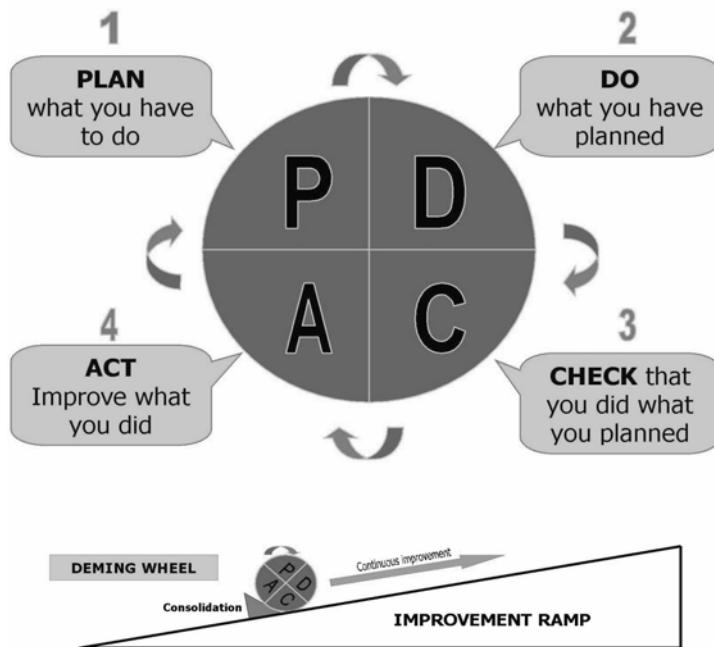


Figure - 5 DEMING quality circle model

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.6 CORRECTIVE AND PREVENTIVE ACTION	3.6-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.6 CORRECTIVE AND PREVENTIVE ACTION

3.6.1 Requirement for corrective and preventive action

- a) Corrective /preventive action is brought out to correct non-conformity and prevent the hidden risk which affect safety quality in operation, service and aircraft maintenance. Requirement for corrective/preventive action comes from:
 - 1) Internal audit;
 - 2) Partner audit;
 - 3) Recommendation from Aviation authority;
 - 4) Findings in operation, services, aircraft maintenance that may overwhelm safety, quality;
 - 5) Feedback from customer.
- b) Based on internal audit result, auditor may decide non-conformity at level 1 or 2. Non conformities will be made in corrective action request form (SQA-F112) and be sent to auditee. The content of non-conformity is confirmed and signed in corrective action request form by representative of divisions, departments at closing meeting.
- c) Heads of relating divisions, departments have responsibility to review, plan and implement preventive/corrective action effectively in timeline which is regulated at 3.4.3.g. Report on the result of implementation must be sent to SQA Division with evidences of preventive corrective action.
- d) General managers of SQA division have responsibility to support team leaders in order to review the result of correction as well as corrective action plan according to areas before making decision of accepting result as well as preventive/corrective action of auditee.
- e) General managers of SQA have responsibility to solve all difficulties in the process of non-conformity correction follow up. If necessary, report must be made to Director of SQA Division for decision.
- f) CEO is the person who has final responsibility in assuring necessary source as well as making decision to solve matters relating effective implementation of corrective and preventive action.

3.6.2 Verify corrective and preventive action

- a) When receiving report and relating records from heads of auditee about the result of preventive/corrective action, including cause of non-conformity, corrective action plan and result of implementation, General managers of Safety & Quality Assurance Divisions support team

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.6 CORRECTIVE AND PREVENTIVE ACTION	3.6-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

leaders in reviewing result of preventive/corrective action, checking and verifying the result to close the record.

- b) In case information and evidence are inadequate or results of corrective action do not fully meet requirement, General managers of SQA must report Director of SQA Division for one of the following requirements:
 - 1) Add records;
 - 2) [Extension](#);
 - 3) Implement the next preventive corrective action;
 - 4) Follow-up audit.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS

[\[IOSA ORG 3.4.12\]](#)

3.7.1 General

Audit will be conducted by auditors/lead auditors who have qualification and experience appropriate for the audit areas and scope. Auditor/lead auditor will monitor compliance with procedures required to ensure safe operational practices and airworthy aircraft.

3.7.2 Auditor/Lead auditor qualification

3.7.2.1 Auditor qualification

a) Auditor independence

Auditor shall be independent, do not directly involve in daily operation of auditee.

b) Ethical standards

- 1) To act in a strictly trustworthy and unbiased manner in relation to both Bamboo Airways as well as other organization involved in an audit performed by them or by personnel under their direct control;
- 2) Make full report to leaders of SQA Division all information about the relation with the auditee before the audit performed by the auditor.
- 3) Not to accept any gift, commission, discount or any other profit from the organization audited, from their representatives, or from any other interested person nor knowingly allow personnel for whom they are responsible to do so;
- 4) Content of non conformities or any information from audit must not be revealed to the third party. If necessary, information can be revealed when getting approval in written by both Quality manager and auditee
- 5) Not to act in any way prejudicial to the reputation or interest of Bamboo Airways
- 6) In case of violating the above requirements, auditor must co-operate fully to solve matter according to current regulations.

c) Basic training requirements

- 1) Graduate from university or be trained aviation area such as: flight operation, ground operation, flight crew, cabin crew, security;
- 2) All auditors must have appropriate English level (equivalent level C of university or standard level accepted by Bamboo Airways) in 4 skills: listening, speaking, reading and writing;

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 3) Be trained to be auditor/lead auditor on quality management system, principles, skills and audit methods at certified training center and have certificates of completing ISO 9001 internal auditor or lead auditor course.
- 4) Be trained skills such as presentation, making report, team work.
- 5) Other requirements regulated by Committee of auditor/lead auditor approval.
- d) Recurrent training requirements
 - 1) Auditor/ lead auditor shall complete recurrent training at intervals not exceeding 24 months.
 - 2) The recurrent training shall include following contents:
 - (i) Update Vietnam aviation regulations, updating of IOSA standards is only required for personnel assigned to conduct the audit against the IOSA Standards and Recommended Practices (ISARPs).
 - (ii) Update changes of BAV' document system;
 - (iii) Update changes of audit method, skills and principle in accordance with to IOSA, ISO (if applicable);
 - (iv) Update changes of audit management method (if applicable).
 - (v) Other aviation expertise knowledge (if any).
 - 3) Type of training: internal training
 - 4) Instructor: Safety Quality Division - Qualified instructor assigned by SQA Director.
- e) Prerequisite knowledge and skills:
 - 1) Have basic knowledge of Vietnam & international aviation regulations;
 - 2) Have knowledge of safety management system, quality management system and security program of Bamboo Airways, aviation industry as well as the following documents:
 - (i) ICAO document system;
 - (ii) IATA document system: ISM, IPM, IRM, IAH, PGM;
 - (iii) CAAV, EASA, FAA document system;
 - (iv) Bamboo Airways document system (QM, SMSM, FOM, FOTM, COM, GOM 1, GOM 2, MME, ASM, ASP...and corporate level regulation, procedure related to approved audit area);
 - (v) Organization Exposition of SQA Division

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 3) Be trained human factors as well as having skills, teamwork skill, report making skill and presentation skill.
- f) Prerequisite competency and experience
 - 1) Have a minimum of 02 year work experience in relevant area of aviation industry.
 - 2) For the first auditor approval, personnel must be participated audits as “Observer” at least 3 times after completing of auditor training course.
 - 3) For maintaining auditor, auditor must be participated audits at least 02 times within 01 year.
 - 4) Do not get comment “Not satisfactory” from team leader of audit in which auditor is a member.
- g) Prerequisite aviation expertise
 - 1) Organization and Management System (ORG) Auditors

Be trained on safety quality standards system in aviation, at least in the following areas:

 - (i) Have certificate or be trained of Quality management in operations.
 - (ii) Participate safety quality audit of organizations in aviation operations, maintenance and training.
 - 2) Flight Operations (FLT) auditors
 - (i) Have certificate of one of the following courses: Basic flight operation course, course on operational engineering, flight data analysis course, hold valid flight operation officer or hold valid flight crew license issued by CAAV;
 - (ii) Have knowledge of aviation transportation of ICAO, IATA, CAAV, FAA, EASA and operational regulation of aviation authorities, Bamboo Airways related to flight operations.
 - (iii) Have knowledge of standards, agreements and regulations related to flight operations
 - (iv) Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in operation.
 - 3) Operational Control and Flight Dispatch (DSP) auditors:
 - (i) Have certificate of basic flight operation course or flight dispatcher or hold valid flight crew license issued by CAAV;

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-4 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- (ii) Have knowledge of aviation transportation of ICAO, IATA, CAAV, FAA, EASA and operational regulation of aviation authorities, Bamboo Airways related to operational control and flight dispatch.
 - (iii) Have knowledge of standards, agreements and regulations related to operational control and flight dispatch;
 - (iv) Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in operation.
- 4) Cabin operations (CAB) auditor:
- (i) Hold certificate of completion of Flight operation course or certificate of completion of cabin crew/chief purser training course or flight crew license issued by CAAV;
 - (ii) Have knowledge of aviation transportation of ICAO, IATA, operational regulation of aviation authorities, Bamboo Airways related to cabin operations;
 - (iii) Have knowledge of standards, agreements and regulations related to cabin operations; Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in operation.
- 5) Aircraft Engineering and maintenance (MNT) auditor:
- (i) Complete a minimum of one aircraft type rating course;
 - (ii) Be on job training at aircraft maintenance organization at least 01 month after aircraft type conversion course;
 - (iii) Have knowledge of aircraft engineering and maintenance document system. Be trained on aircraft inspection as well as maintenance inspections;
 - (iv) Have knowledge of regulations of ICAO, IATA, CAAV, FAA, EASA, aviation authorities; standards, agreements and regulations related to maintenance;
 - (v) Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in maintenance.
- 6) Ground Operations (GRH) auditor:
- (i) Be trained on relevant areas such as: weight and balance, load control, ramp safety, DGR, GSE, fuel management...;
 - (ii) Be trained quality standards in ground operation, customer service;

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-5 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- (iii) Have knowledge of relevant regulations of ICAO, IATA, aviation authorities and Bamboo Airways related to ground operations;
 - (iv) Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in ground operation.
- 7) Cargo Operations (CGO) auditor:
- (i) Be trained on relevant areas such as: Basic cargo, DGR;
 - (ii) Be trained quality standards in cargo operation, cargo service;
 - (iii) Have knowledge of regulations of ICAO, IATA (IOSA, ISAGO), aviation authorities and Bamboo Airways related to cargo operation;
 - (iv) Be trained on aviation safety, safety management system including methods to identify hazards and potential risks in cargo operation.
- 8) Security Management (SEC) auditor:
- (i) Be trained on aviation security;
 - (ii) Be trained quality standards in relevant area;
 - (iii) Have knowledge of regulations of ICAO, IATA, aviation authorities and Bamboo Airways related to security;
 - (iv) Competent to identify hazards and potential risks in security.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-6 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- h) Line Operation Safety Audit (LOSA) observer qualification
 - 1) For in-flight observer (FLT) the following prerequisites shall be met:
 - (i) Be a flight crew with at least 5 years of experience in flight operations, 5000 flying hours and 1000 hours on type;
 - (ii) Current PIC;
 - (iii) Have knowledge of aviation transportation of ICAO, IATA, CAAV, FAA, EASA and operational regulation of aviation authorities and BAV related to flight operations, standard operating procedures;
 - (iv) Be introduced to LOSA program as well as audit procedures;
 - (v) English proficiency level shall be met with flight crew qualification;
 - (vi) Not holding any management positions in the Flight crew department to ensure the independence of audit;
 - (vii) Be approved by Bamboo Airways management.
 - 2) For in cabin observer (CAB), the following prerequisites shall be met:
 - (i) Having a minimum of 03 years of total work experience as Chief purser and 1000 hours of experiences;
 - (ii) Have knowledge of aviation transportation of ICAO, IATA, operational regulation of aviation authorities and BAV related to cabin operations;
 - (iii) Be introduced to LOSA program as well as audit procedures;
 - (iv) English proficiency level shall be met with cabin crew qualification;
 - (v) Not holding any management positions in Cabin crew department to ensure the independence of audit;
 - (vi) Be approved by Bamboo Airways management.
 - i) For internal audits of the IOSA Standards and Recommended Practices (ISARPs), personnel assigned to conduct the audit against the ISARPs, training and qualification typically addresses the following subject areas:
 - 1) Meet all Knowledge, Skills, Trainings and Expertise Requirements listed in Table 3-2 for auditors/lead auditors, be an approved Auditor/ Lead auditor.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-7 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 2) Be trained and hold a certificate of IOSA Programme Training which is conducted by AO or internal instructor who assigned by SQA Director to provide guidance that will assist the Operator in preparing itself for an Audit, includes:
 - (i) IOSA program overview;
 - (ii) IOSA documentation;
 - (iii) Understanding the role of the ICAO annexes as the primary source of specifications contained in the ISARPs;
 - (iv) Reading and understanding the ISARPs;
 - (v) IOSA quality assurance requirements;
 - (vi) Auditor Actions;
 - (vii) Mandatory observations;
 - (viii) Root cause analysis;
 - (ix) Auditing ORG and repeated ORG ISARPs;
 - (x) Auditing SMS;
 - (xi) Auditing quality assurance;
 - (xii) Assessing outsourced operational functions.

3.7.2.2 Lead auditor qualification

- a) Prerequisite training and expertise:
 - 1) Meet all prerequisites for auditors, be an approved auditor.
 - 2) Be trained and hold lead auditor certificate.
- b) Prerequisite competence and experience
 - 1) Accomplish tasks of auditor within the 02 years period working at SQA Division and Security Department;
 - 2) Participate at least 02 audits as Team leader under supervision of other approved lead auditor within the 01 year period for the first lead auditor approval;
 - 3) Do not get comment "Not satisfactory" from other lead auditor of audit in which candidate for lead auditor is a team leader.
 - 4) For maintaining lead auditor, lead auditor must be participated audits at least 02 times as lead auditor within 01 year.
 - 5) Assessment records of candidate for lead auditors meet regulated requirements.



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
**3.7 SAFETY QUALITY AUDITOR OF BAMBOO
AIRWAYS**

3.7-8

Issue : 03
Revision : 00
27 Dec 2021

Table 3-2 Knowledge, Skills, Trainings and Expertise Requirements

No	Requirements	ORG	FLT/ In-Flt Cockpit	DSP	MNT/ FUEL	CAB/ In-Flt CAB	GRH	CGO	SEC
A	Requirements on independence	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
B	Ethical standards	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
C	Basic training requirement	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
1	Graduate from university or be trained in relevant aviation area	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
2	Appropriate English Level	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
3	Internal Auditor Certificate/ IOSA Auditor Certificate	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
No	Requirements	ORG	FLT/ In-Flt Cockpit	DSP	MNT/ FUEL	CAB/ In-Flt CAB	GRH	CGO	SEC
4	Be trained on SMS System	O, A	O, A	O, A	O, A	O, A	O, A	O, A	O, A
5	Advanced SMS System / incident investigation	L	L	L	L	L	L	L	L
6	Lead Auditor Certificate	L	L	L	L	L	L	L	L
D	Prerequisite Knowledge, Skills								
1	Have basic knowledge on civil aviation regulations of ICAO, IATA, aviation authorities (VARs ,FAA, EASA)	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
2	Have basic knowledge and thoroughly understand on safety document system and Bamboo Airway's requirements in operations.	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O	L, A, O
3	Be trained on human factors	L, A	L, A	L, A	L, A	L, A	L, A	L, A	L, A
4	Have reporting making skills	L, A	L, A	L, A	L, A	L, A	L, A	L, A	L, A



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
**3.7 SAFETY QUALITY AUDITOR OF BAMBOO
AIRWAYS**

3.7-9

Issue : 03
Revision : 00
27 Dec 2021

No	Requirements	ORG	FLT/ In-Flt Cockpit	DSP	MNT/ FUEL	CAB/ In-Flt CAB	GRH	CGO	SEC
5	Have Teamwork skills	L, A	L, A	L, A	L, A	L, A	L, A	L, A	L, A
6	Have Presentation Skills	L, A	L, A	L, A	L, A	L, A	L, A	L, A	L, A
E	Prerequisite Aviation Expertise								
1	Participated in Safety-Quality Audit for flight operations/ Maintenance/ Ground Operations.	L, A, O							
2	Have certificate of Quality Managements in operations	L, A, O							
3	Have at least one of certificates as follow: Basic flight operation training course, flight data analysis training course or hold the valid flight crew license issued by CAAV		L, A, O						
4	Have certificate of basic flight operation course or flight dispatcher or hold valid flight crew license issued by CAAV			L, A, O					
5	Have certificate of basic flight operation course or cabin crew/cabin manager or hold valid flight crew license issued by CAAV					L, A, O			
6	Have certificate of at least one aircraft type rating training course or be trained on inspection/audit for aircraft maintenance				L, A, O				

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-10
		Issue : 03 Revision : 00 27 Dec 2021
7	Have certificate for weight and balance, ramp safety, DGR training	L, A, O
8	Have aviation security certificate	L, A,O

L: LEAD AUDITOR

A: AUDITOR

O: OBSERVER

3.7.3 Auditor/Lead auditor training

[\[IOSA ORG 3.4.13\]](#)

- a) Director of SQA Division has responsibility to identify annual training demand for basic training for new auditor, recurrent and advanced training for auditor's/lead auditors.
- b) Training content:
 - 1) Have basic knowledge of Vietnam & international aviation law.
 - 2) Have knowledge of aviation industry, aviation legal document system.
 - (i) ICAO document system;
 - (ii) IOSA document system;
 - (iii) CAAV, EASA, FAA document system;
 - (iv) Bamboo Airways's Quality Manual;
 - (v) Safety management system manual (SMSM);
 - (vi) Documents in Bamboo Airways's document system: Flight Operation Manual - FOM, Maintenance Management Exposition - MME, Ground Operation Manual - GOM 1, GOM 2, Cargo Operation Manual – COM and other regulations, standards.
- c) Be trained knowledge, skills, audit techniques of Quality management system and Safety management system:
 - 1) Be trained safety quality standards according to VAR, IOSA;
 - 2) Be trained FAA/EASA/ISO standard;
 - 3) Internal auditor/Lead auditor training;
 - 4) Participate in safety quality audit as "Observer".

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-11 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

- (i) Be trained aviation safety, methods and ability to identify the hidden safety risk in each area and Bamboo Airways's safety management system;
- (ii) Be trained flight operation system, maintenance, services of Bamboo Airways;
- (iii) Be trained other skills: analysis, statistics, presentation, reporting;
- (iv) Be trained expertise in different areas.

3.7.4 Nominated person profile

- a) Degree of Bachelor (graduate from university) or Degree/certificate in aviation;
- b) English certificate (meet BAV's requirement for each position);
- c) Internal Auditor /Lead Auditor certificate;
- d) Completion certificate of professional training courses in Flight operations/Maintenance/ Ground Operation/Security;
- e) Completion certificate on Safety management system/advanced Safety management system/Incident, accident investigation training course;
- f) Completion certificate of human factor training course;
- g) Completion certificate of Quality management.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.7 SAFETY QUALITY AUDITOR OF BAMBOO AIRWAYS	3.7-12 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

3.7.5 Auditor/Lead auditor selection and approval

- a) Committee of auditor/lead auditor approval including SQA director and managers of SQA Division is responsible for reviewing, selecting and submitting for auditor/lead auditor approval. Chairman of committee is Director of SQA Division;
- b) Committee holds meeting for auditor/lead auditor approval once a year to consider, assess, select and approve Bamboo Airways auditor/lead auditor based on prerequisites specified in QM 3.7.2.1, 3.7.2.2 ensuring that auditors/lead auditors meet requirements to perform audits for the next years. List of selected auditors/lead auditors is submitted to Bamboo Airways management for approval. Records of auditors/lead auditors are kept at SQA Division.
- c) Quality Manager is responsible for ensuring adequate auditors/lead auditors resource to implement and maintain safety quality assurance program in all cases;
- d) Quality Manager ensures that the person directly responsible for audit area is not the member of audit team.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.8 CHECKLIST	3.8-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

3.8 CHECKLIST

3.8.1 General

To improve the effectiveness and assist auditor during audit, SQA Division develop checklist for assigned audit areas.

3.8.2 Principle for developing and using checklist

- a) Checklists are developed in common form based on regulations and standards applying for audit process, including but not except the following standards:
 - 1) Safety standards in flight operation, maintenance, services of CAAV;
 - 2) ICAO's regulations;
 - 3) IOSA standards of IATA;
 - 4) Standards in Bamboo Airways's documents: QM, SMSM, FOM, FOTM, MCM, GOM 1, GOM 2; COM...;
 - 5) Auditee's internal procedures and standards;
 - 6) Other current regulations which are suitable with purpose of audit.
- b) Checklists before issuing must be approved by the Director of SQA Division.
- c) Checklist are used by auditors as reference that helps to follow the purpose and have an overview of audit scope. To get the most effectiveness during audit, checklists must be used flexibly and suitably with the particular scope and circumstance of each audit.
- d) List of checklists

Table 3-3 List of audit checklist

STT NO	SỐ <i>CHECKLIST</i>	TÊN DANH MỤC KIỂM TRA / <i>CHECKLIST NAME</i>
1	SQA- F601	Đánh giá nội bộ Ban Đảm bảo An toàn và Chất lượng <i>Internal SQA Audit Checklist</i>
2	SQA- F602	Đánh giá nội bộ Ban Đảm bảo An toàn và Chất lượng – Phòng đảm bảo An toàn và Chất lượng Kỹ thuật (TSQA) <i>Internal SQA Audit Checklist - TSQA</i>
3	SQA- F603	Đánh giá nội bộ Ban Đảm bảo An toàn và Chất lượng – Phòng đảm bảo An toàn và Chất lượng Khai thác bay (FSQA) <i>Internal SQA Audit Checklist - FSQA</i>
4	SQA-F604	Đánh giá nội bộ Ban Đảm bảo An toàn và Chất lượng – Phòng An toàn và Tiêu chuẩn (SSD) <i>Internal SQA Audit Checklist - SSD</i>



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.8 CHECKLIST

3.8-2

Issue : 03
Revision : 00
27 Dec 2021

5	SQA- F605	Đánh giá ban kĩ thuật <i>Technical Division Audit Checklist</i>
6	SQA- F606	Đánh giá ban mua sắm <i>Procurement Division Audit Checklist</i>
7	SQA- F607	Đánh giá ban công nghệ thông tin <i>Information Technology Division Audit Checklist</i>
8	SQA- F608	Danh mục kiểm tra tàu bay <i>A/C Audit Checklist</i>
9	SQA- F609	Đánh giá bảo dưỡng ngoại trường <i>Line Maintenance Audit Checklist</i>
10	SQA- F610	Đánh giá cơ sở cung ứng vật tư, phụ tùng tàu bay <i>Aircraft Material/Component Supplier Audit Checklist</i>
11	SQA- F611	Đánh giá cơ sở cung ứng dịch vụ kĩ thuật tàu bay, thiết bị tàu bay <i>Aircraft/Aircraft Component Maintenance Organization Audit Checklist</i>
12	SQA- F612	Đánh giá công ty xăng dầu hàng không <i>Vietnam Air Petrol Company Checklist</i>
13	SQA- F613	Đánh giá nhiên liệu hàng không <i>Aviation Fuel Checklist</i>
14	SQA- F614	Đánh giá Hoạt động khai thác mặt đất <i>Ground Handling Operation Audit Checklist</i>
15	SQA- F615	Đánh giá Hoạt động khai thác Hàng hoá <i>Cargo Handling Operation Audit Checklist</i>
16	SQA- F616	Đánh giá văn phòng khu vực <i>Audit Check list for BAV's Regional offices</i>
17	SQA- F617	Đánh giá công ty phục vụ mặt đất <i>Audit Checklist for Ground Handling Company</i>
18	SQA- F618	Đánh giá công ty dịch vụ hàng hóa <i>Cargo Handling Company Audit Checklist</i>
19	SQA- F619	Đánh giá Trung tâm điều hành khai thác <i>Operations Control Centre Audit Checklist</i>
20	SQA- F620	Đánh giá Trung tâm đào tạo <i>Training Center Audit Checklist</i>
21	SQA- F621	Đánh giá đoàn tiếp viên <i>Cabin Crew Division Audit Checklist</i>
22	SQA- F622	Đánh đoàn bay <i>Flight Crew Division Audit Checklist</i>
23	SQA- F623	Đánh giá Trung tâm huấn luyện bay <i>Flight Training Center Audit Checklist</i>
24	SQA- F624	Đánh giá phương thức bay mới <i>Audit Checklist for New Aeronautical Navigation Procedures</i>



QM

**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.8 CHECKLIST

3.8-3

Issue : 03
Revision : 00
27 Dec 2021

25	SQA- F626	Đánh giá trung tâm Khẩn Nguy <i>Audit Checklist for Emergency Response Center</i>
26	SQA- F628	Đánh giá hoạt động khai thác trên không của người lái <i>Flight Crew In-Flight Audit Checklist</i>
27	SQA- F629	Đánh giá hoạt động an toàn và an ninh của tiếp viên trong khoang khách <i>Cabin Crew In-Flight Safety and Security Audit Checklist</i>
28	SQA- F630	Đánh giá hoạt động dịch vụ của tiếp viên trong khoang khách <i>Cabin Crew In-Flight Services Audit Checklist</i>
29	SQA- F631	Đánh giá hoạt động khai thác tại sân bay:(Sân bay + VPĐD/VPCN + GRH/CGO) <i>Airport Audit Checklist</i>
30	SQA- F632	Đánh giá cơ sở huấn luyện Simulator <i>Simulator Training Organization Audit Checklist</i>
31	SQA- F633	Đánh giá cơ sở huấn luyện người lái ban đầu <i>Aviation Training Organization Audit Checklist</i>
32	SQA- F634	Đánh giá cơ sở huấn luyện tiếp viên <i>Cabin Crew Training Organization Audit Checklist</i>
33	SQA- F635	Đánh giá từ xa cơ sở huấn luyện người lái ban đầu <i>Aviation Training Organization Evaluation Questionnaire</i>
34	SQA- F636	Đánh giá từ xa sân bay <i>Aiport Evaluation Questionnare</i>
35	SQA- F637	Đánh giá tiến trình huấn luyện tiếp viên <i>Training Process Audit Checklist for Cabin Crew</i>
36	SQA- F638	Đánh giá tiến trình huấn luyện phi công <i>Training Process Audit Checklist for Flight Crew</i>
37	SQA- F639	Đánh giá tổ chức cho thuê người lái <i>Pilot Lessor Organization Audit Checklist</i>
38	SQA- F640	Đánh giá dịch vụ chống/phá băng cho tàu bay <i>Aircraft Anti-Icing/ De-Icing Audit Checklist</i>
39	SQA- F641	Đánh giá cơ sở phục vụ suất ăn hàng không <i>Catering Audit Checklist</i>
40	SQA- F642	Danh mục đánh giá tài liệu điện tử trên tàu bay <i>Electronic Flight Bag Audit Checklist</i>
41	SQA- F645	Danh mục đánh giá hệ thống phân tích dữ liệu bay <i>Flight Data Analysis Audit Checklist</i>
42	SQA- F646	Bảng đánh giá Tiếp viên trên chuyến bay <i>Cabin Crew In-flight Checklist - LOSA</i>
43	SQA- F647	Bảng đánh giá Phi công trên chuyến bay <i>Flight Crew Inflight Checklist - LOSA</i>
44	SQA-F648	Danh mục kiểm tra đoàn bay trước chuyến bay <i>Flight Crew Division Pre-flight Briefing Checklist</i>

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.8 CHECKLIST	3.8-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

45	SQA-F649	Danh mục kiểm tra đoàn tiếp viên trước chuyến bay <i>Cabin Crew Pre-flight Briefing Checklist</i>
46	SQA-F650	Danh mục kiểm tra Trung tâm điều hành khai thác trước chuyến bay <i>Operations Control Centre Pre-flight Briefing Checklist</i>
47	SQA-F651	Danh mục kiểm tra sự sẵn sàng của khai thác mặt đất trở lại sau dịch Covid- 19 <i>Monitoring Checklist for Ground Handling Readiness Prior to the Return to Services after Covid-19 Pandemic</i>
48	SQA-F652	Danh mục đánh giá nội bộ Ban Đảm bảo An toàn và Chất lượng - Phòng Đảm bảo an toàn chất lượng khai thác mặt đất (GSQA) <i>Internal SQA Audit Checklist – GSQA</i>
49	SQA-F653	Danh mục kiểm tra CMR <i>CMR Inspection Checklist</i>
50	SQA-F654	Phiếu kiểm tra, giám sát hàng ướt ngăn ngừa ướt hầm hàng <i>Wet cargo supervision checklist</i>
51	SQA-F655	Danh mục đánh giá đoàn bay giai đoạn Covid – 19 <i>Flight Crew Division Audit in Covid – 19 period Checklist</i>
52	SQA-F656	Danh mục đánh giá đoàn tiếp viên giai đoạn Covid – 19 <i>Cabin Crew Division Audit in Covid – 19 period Checklist</i>
53	SQA-F657	Đánh giá nhiên liệu hàng không cho sân bay nhỏ <i>Small Airport Aviation Fuel Checklist</i>

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.8 CHECKLIST	3.8-5 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

IOSA Audit checklist

No.	Audit checklist
1	Organization and Management System Audit checklist
2	Flight Operations Audit checklist
3	Operational Control and Flight Dispatch Audit checklist
4	Aircraft Engineering and Maintenance Audit checklist
5	Cabin Operations Audit checklist
6	Ground Handling Operations Audit checklist
7	Cargo Operations Audit checklist
8	Security Management Audit checklist

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

3.9 OUTSOURCING QUALITY CONTROL

[IOSA ORG 3.5.1A], [IOSA ORG 3.5.1B]

3.9.1 General

- a) Top management of Bamboo Airways have responsibility to provide sufficient resource to maintain flight operation, maintenance, services complying with the requirement of authority for ensuring safety - quality goal.
- b) On the basis of available capability and resource, BAV can choose external services providers, on behalf of BAV to do specific functions. BAV shall provide its related manuals, policy as well as procedures for those providers, the external services include [VAR 12.068 (a)]:
 - 1) Flight operation;
 - 2) Wet-lease, CPA, Code Share and Damp lease;
 - 3) Aircraft maintenance;
 - 4) Ground operation;
 - 5) Anti-icing and de-icing;
 - 6) Fueling operation;
 - 7) Mail, baggage, cargo handling (include dangerous goods transportation, cargo on board);
 - 8) Training;
 - 9) Pilot Hiring Organization
 - 10) Other services that affect safety quality.
- c) External service providers must use manuals, policies and procedures of Bamboo Airways to perform specific functions [VAR 12.068 (b)].

3.9.2 Supplier qualification

3.9.2.1 General requirement

- a) All suppliers must meet requirements on capability and behavior in accordance with the following providing services:
 - 1) Supplier must have certified Quality management system to monitor quality provided for Bamboo Airways, may be Quality management system ISO 9000, certificate of aviation suppliers association ASA100, Quality management system in accordance with aviation regulation;
 - 2) Component, aircraft maintenance organizations must have certificate issued by EASA/FAA/CAAV and acceptance by SQA.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- 3) Training center for certifying release staff (CRS) training must have certificate that complies with VAR part 9 or EASA/FAA part 147;
- 4) Flight training center for flight crew and cabin crew training, simulator training must be approved by local aviation authority;
- 5) Operator which provides wet lease services must have AOC certificate in accordance with aircraft type and flight network that Bamboo Airways intend to operate wet lease.
- 6) Pilot Hiring Organization must have management system to cooperate with all airlines which includes:
 - (i) Procedure for implementing the selection of the pilot, check diplomas, certificates and background checks and all documents provided by the pilot.
 - (ii) Procedure in Cooperate with airlines company to manage pilots, have discipline measures for the ones violating labor discipline....
 - (iii) Procedure, policy for keeping pilot's records.
- 7) Organizations provide all kind of Ground operation and passenger handling services need to have certificate issued by aviation authority or local authority for services and quality of services providing Bamboo Airways, such as transportation certificate for transportation company, food quality certificate, hotel classification certificate....
- 8) Ensure a contract or agreement is executed with external service providers that conduct outsourced operations, maintenance or security functions for Bamboo Airways. Such contract or agreement shall identify measurable specifications that can be monitored by Bamboo Airways to ensure requirements that affect the safety and/or security of operations are being fulfilled by the service provider.

3.9.2.2 Supplier must have approval from CAAV

All aircraft maintenance organization, CRS training base, simulator training center and aircraft equipment, dangerous goods training center in Vietnam , flight training center, simulator training center.... provide services for Bamboo Airways must be approved to get license or have approval certificate complying with aviation safety policy of CAAV.

3.9.2.3 Classify approval levels, approving services provider of Bamboo Airways

- a) Approval levels, approving supplier for Bamboo Airways needs to be classified as belows:



**CHAPTER 3 SAFETY - QUALITY ASSURANCE
PROGRAM**
3.9 OUTSOURCING QUALITY CONTROL

3.9-3

Issue : 03
Revision : 00
27 Dec 2021

- 1) SQA Division is responsible for reviewing, approving qualified services provider as belows:
 - (i) Aircraft, engine, component maintenance organization;
 - (ii) Supplier of material, component, equipment (installed or used on the aircraft), material used for aircraft maintenance;
 - (iii) Supplier of safety equipment, first-aid equipment (installed or used on the aircraft) for operational purpose;
 - (iv) Supplier of de-icing and anti-icing services;
 - (v) Supplier of fueling services;
 - (vi) Training center for flight crew, cabin crew and technician, dangerous goods for ground service staff.
 - (vii) Pilot hiring organization;
 - (viii) Operators providing Bamboo Airways with wet lease service.
- 2) Service & Ground Operation is responsible to check and approve the following suppliers before signing contract with:
 - (i) Passenger services, ground operation suppliers;
 - (ii) Product and services suppliers for passenger on the ground and on the air (except de-icing and anti-icing services).
 - (iii) For safety equipment, first-aid equipment and component installed on the aircraft which has name, part number stated in the document of aircraft manufacturer, supplier will be approved by SQA Division.
- 3) Service & Ground Operation is responsible for checking and approving the following supplier before signing with supplier such as Cargo service suppliers, cargo general agents and agents of Bamboo Airways at offline market.
- 4) Investment Division is responsible for checking and approving suppliers before signing contract to purchase cargo and services as authorised level. Except for safety equipment, first-aid equipment and component installed on the aircraft which has name, part number stated in the document of aircraft manufacture, other items used on the aircraft which shall be in comply with aircraft manufacture's requirements, SQA Division is responsible for checking and approving these suppliers.
- 5) Other divisions, departments of Bamboo Airways have responsibility for approving suppliers by their own authorization before signing service contract.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) Provider approving and checking procedures

Suppliers approving and checking procedure for Bamboo Airways is completed by SQA Division according to section 4.5 - Supplier Acceptance Procedure mentioned in this document.

3.9.2.4 List of approved & checked suppliers:

- a) As mentioned in article 3.9.2.3, all divisions responsible for checking and approving providers must up to date the approved & check suppliers list according to their level.
- b) All Divisions, Departments and branches must send updated monthly list of approved & checked provider who under their control to the SQA Division and related Divisions, Departments.
- c) List of approved & checked supplier in all fields need to be kept at SQA Division and copy to be sent to related division according to requirement.

3.9.3 Control service quality of the suppliers

3.9.3.1 Organize to monitor service quality of the supplier

Organizations providing services, products which affect safety quality of Bamboo Airways must be controlled in safety quality assurance program of Bamboo Airways right after official service contract comes into effect. Safety quality controlling process to supplier is implemented with three following levels:

- a) Monitoring safety quality frequently in the process of using services is performed by divisions, departments which use directly products or delegated;
- b) SQA Division conducts safety - quality audits for external service providers in according with annual safety - quality audit program, ensure that providers complies with BAV' requirement described in manuals, policy and procedures. Depending on the auditee, safety audit requirements will be integrated into audit process.

[VAR 12.068 (c)]

3.9.3.2 Control and monitor service quality of suppliers

- a) Divisions assigned to sign contract with suppliers or to supervise and control service quality of suppliers are responsible for:
 - 1) Supervise, monitor service quality of suppliers to make sure they comply with signed contract and promised service quality.
 - 2) Collect and send monthly report on result of safety and service quality of all products provided by outside suppliers to SQA Division.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-5 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) Monitoring information and service quality of suppliers at SQA Division:
SQA Division is responsible for collecting reports and build up database on service quality of outside suppliers. Based on database of service quality and annual quality report, SQA Division will:
 - 1) Adjust quantity of safety quality assessment of suppliers;
 - 2) Adjust validity of suppliers approved certificate;
 - 3) Withdraw the suppliers approved certificate, request authorities to liquidate contract before expiry date.
- c) Evaluating system quality of suppliers throughout safety quality audit program. Suppliers will be periodically evaluated safety and quality in two following methods:
 - 1) Audit through documents and survey questionnaires (indirect audit); or
 - 2) On-site audit at auditee base or remote audit following annual safety quality audit plan (direct audit).
- d) Supplier audit program is a part of annual safety quality audit program of Bamboo Airways. Based on safety - quality level for services/products, SQA's Director will decide the frequency and selection of supplier to audit. Frequency of audit is regulated at least once every 24 months. (Refer to Table 3-1 Safety-Quality Audit frequency)
- e) For operator providing Bamboo Airways with services under commercial aviation agreement such as wet lease, CPA, Code Share and Damp lease
 - 1) Be continually monitored for the safety quality in operation accordance with the assigned task stated in contract.
 - 2) The auditing of other operators that transport passengers of BAV under a commercial aviation agreement as follow:
 - (i) The audit is conducted against and requires conformity with applicable ICAO standards;
 - (ii) An initial audit is conducted prior to the commencement of the above-specified passenger transport operations;
 - (iii) A subsequent audit is conducted during every 24-month period following commencement of the above-specified passenger transport operations

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-6 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- 3) IOSA standard is applied to audit of operator providing above services. In case CAAV's requirements are stricter than IOSA requirements, requirements of CAAV will be applied.
- 4) In case [service providers that have achieved and maintained IOSA and/or ISAGO registration would generally be acceptable as a method of monitoring safety and quality of providers.](#)
- f) For ad-hoc flights such as charter flight (non-regular), divert flight or non-commercial flight..., BAV shall accept approved local authority suppliers at airport which have the capability to provide service to BAV. PIC/Technical staff/Ground staff on duty on that flights are responsible for supervising and monitoring service quality of suppliers to ensure they comply with the signed contract and promised service quality.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.9 OUTSOURCING QUALITY CONTROL	3.9-7 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

3.9.4 Control of products from outsource supplier

- a) Products from supplier that directly affect safety quality in operation shall be inspected and controlled properly according to safety quality requirements of CAAV and Bamboo Airways before using.
- b) Divisions, departments directly using products from outsource suppliers shall establish procedure, standard to control products.
- c) Products provided by external supplier shall meet the following requirements:
 - 1) Have adequate documents, certificates according to regulation.
 - 2) Be in good status, comply regulated quality requirements.
- d) In case of nonconforming product, relating divisions, departments shall identify, isolate them from intended use, make report and deal according to regulation.

3.9.5 Outsource training

- a) Service suppliers can nominate designated staff (instructor or expert or senior staff) to be accepted as in-house instructor for BAV manuals and procedures.
- b) Applying acceptance for in-house instructor of Service Suppliers providing service such as aircraft maintenance, ground operation and cargo handling.
- c) Relevant Units/Divisions are responsible for establishing procedure and standard in order to meet all requirements of BAV in-house instructor.
- d) The list of in-house instructors and documents (certificate, record...) are monitored by BAV SQA.
- e) The staff trained on BAV procedures by accepted in-house instructors are controlled in compliance with supplier's quality system.
- f) After training, supplier sends the list of designated personnel to BAV SQA for acceptance.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.10 RECORD CONTROL	3.10-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.10 RECORD CONTROL

[IOSA ORG 2.2.1], [IOSA ORG 2.2.2]

3.10.1 General requirement

- a) All divisions, departments of Bamboo Airways must establish and maintain records for providing the evidences of conformity with requirements and effective activities of Quality management system and safety management system. Records must be clear, easy to identify and use;
- b) The accuracy and ability for quick access is basic condition helping managers evaluate accuracy and effectiveness of Quality management system, identify, analyze and eliminate timely hidden risks which overwhelm safety quality in operation, maintenance and services of Bamboo Airways;
- c) BAV shall manage and control 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);
- d) Such system for the management and 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:
 - 1) Identification;
 - 2) Legibility;
 - 3) Maintenance;
 - 4) Retrieval;
 - 5) Protection, integrity and security;
 - 6) Disposal, deletion (electronic records) and archiving.

3.10.2 Record identification

- a) Record must be sorted, identified suitably with the purpose of use and requirement of control and retention;
- b) Electronic record must be formatted and identified conveniently for use and retention.

3.10.3 Legibility of record

- a) Record must assure the right use of required forms and contain regulated information;
- b) In some cases, electronic record may be used as replacement of hard copy.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.10 RECORD CONTROL	3.10-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.10.4 Record protection

- a) Divisions, departments must have form of record protection appropriate for period of retention, purpose of use of each record type;
- b) Maintain record in good condition, avoid damage from environment;
- c) Electronic file must be:
 - 1) Retained in reliable, effective method according to required time;
 - 2) Having a program to establish back up file periodically to make sure the record can not be lost;
 - 3) During upgrading or replacing hardware/software to maintain/access electronic file, the old hardware/software must be maintained as back-up in case there is a need of accessing file.

3.10.5 Record access

- a) Record must be available in support of work according to requirement and authority;
- b) Divisions, departments must have appropriate record control method to assure the quick access if needed;
- c) Make sure the availability of hard/soft ware for electronic file access.

3.10.6 Record security

- a) Quality record must be protected in accordance with state and Bamboo Airways regulation;
- b) Depending on the function and responsibility, only authorized organization/individual can access record.

3.10.7 Time for record retention

- a) Divisions, departments have responsibility to retain record (including electronic record) in regulated time of authority as well as Bamboo Airways's regulation to each record;
- b) For Quality management system activities, the following records shall be retained within 5 years:
 - 1) Quality safety audit plan;
 - 2) Safety, quality inspection and audit record, including audit report;
 - 3) Feedback to findings;
 - 4) Report on corrective action plan;
 - 5) Record for corrective action follow up and report on completed corrective/ preventive action;
 - 6) Management review record.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.10 RECORD CONTROL	3.10-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.10.8 Record disposal

- a) Records can be considered to dispose at the end of regulated retention period.
- b) Disposed records shall be identified. Disposal of records is done in an appropriate way, ensures the compliance with current regulation of state and Bamboo Airways.

3.10.9 Record retrieval

Those records such as CoA certificate, supplier acceptance certificate or other ... are considered retrievable at the end of certificate period.

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.11 AOC APPLICATION, AMENDMENT AND RENEW

3.11.1 Application for an air operator certificate:

- a) In compliance with the Civil Aviation Administration of Vietnam's regulation; BAV shall submit an AOC application in a form and manner prescribed by the CAAV including any information the CAAV requires BAV to submit. Process and AOC application follow up AC 12-001 for seeking an Air Operator Certificate (AOC) to conduct commercial air transport operations carrying passengers and cargo [\[VAR 12.013\(a\)\(1\)\]](#), [\[VAR 12.013\(a\)\(2\)\]](#).
- b) At least 90 days before the date of intended operation, BAV shall make the application for an initial issue of an AOC, Operations Manual and Maintenance Control Manual which may be submitted later than but not less than 60 days before the date of intended operation [\[VAR 12.013 \(b\)\]](#).
- c) Within 15 days after receiving application, CAAV will evaluate the validity and completeness of the AOC application and inform evaluation results to BAV. In case of request for AOC issuance is invalid or incomplete, BAV must provide addition and the time for AOC approval will only be counted from when the application is added as required [\[VAR 12.013 \(c\)\]](#).
- d) Within 15 days from the date of notification of the validity and completeness of the AOC application, the CAAV shall check the contents of documents and coordinate with the BAV to develop inspection plans [\[VAR 12.013 \(d\)\]](#).
- e) Within 60 days from the agreement time on inspection plan, CAAV shall examine, if the test results show that the BAV fully meets the requirements for provisions, CAAV issues aircraft operator certificate. In the case, it did not meet the specific requirements, the CAAV will announce results to BAV and the agreed period for the requirements correction have not been met. Time required for the requirements corrections have not been met will be added at the time of certifying AOC [\[VAR 12.013 \(e\)\]](#).

3.11.2 Demonstration

Safety – Quality Division presides and coordinates to other relevant Division/Department to implement demonstration plan in comply with the Civil Aviation Administration of Vietnam's regulation, before operating an aircraft type, BAV shall conduct following satisfactory demonstration and/or validation flight the CAAV certification process:

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.11.2.1 Demonstration Flight:

- a) Demonstration flights shall be conducted in accordance with the regulations, procedures applicable to the type of operation and aircraft type used, during the CAAV certification process in that aircraft type [VAR 12.035 (a), (c)].
- b) When operating an aircraft in a designated special area, or using a specialised navigation system [VAR 12.035 (b)].

3.11.2.2 Emergency Evacuation Demonstration:

- a) If a full capacity demonstration is not required, emergency evacuation demonstration shall be conducted partially to the CAAV that its available personnel, procedures and equipment could provide sufficient open exits for evacuation in 15 seconds or less [VAR 12.133 (b)].
- b) Emergency evacuation demonstration shall include an assessment of the adequacy of aircraft emergency procedures, crew member emergency evacuation training and emergency equipment [VAR 12.133 (c)].

3.11.2.3 Ditching Demonstration:

When operating an aircraft over areas where life rafts are required equipment BAV shall demonstrate to the CAAV that it has the ability and equipment to efficiently carry out ditching procedures [VAR 12.135].

3.11.3 Renewal and amendment of an air operator certificate:

- a) BAV has responsibility for maintaining the validity of the AOC and shall make the application for renewal of an AOC at least 30 days prior to the date of expiration of the AOC, unless otherwise agreed by the CAAV. The application for renewal of an AOC shall submit in a form and manner prescribed by the CAAV including any information the CAAV requires BAV to submit. Process and AOC application follow up AC 12-001 for seeking an Air Operator Certificate (AOC) to conduct commercial air transport operations carrying passengers and cargo [VAR 12.023 (f)], [12.025 (a), (b)].
- b) Based on flight safety, commercial transportation demands, BAV may propose amendments AOC certificate. Amendments proposed by the BAV shall be made at least 30 days prior to the intended date of any operation under that amendment [VAR 12.023 (e)].

3.11.4 Additional or replacement aircraft of a type

- a) Before operating an aircraft or any specific type of aircraft in commercial air transport, BAV must ensure that:
 - 1) Aircraft has an appropriate current airworthiness certificate, is in an airworthy condition, and meets the applicable airworthiness

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

requirements for these operations, including those related to identification and equipment [VAR 12.130 (a)].

- 2) Aircraft has completed satisfactory initial certification, which includes the issuance of an AOC amendment listing that type of aircraft [VAR 12.130 (b)].
- b) For operating additional or replacement aircraft of a type for which it is currently approved under their Air Operator Certificate (AOC) for commercial air transport operations carrying passengers and cargo, BAV shall show that each aircraft has completed an evaluation process for inclusion in the BAV's fleet [VAR 12.130 (c)].

3.11.5 Specific operational approvals

- a) BAV shall make an application for operating an aircraft with specific operational and it has approved by CAAV, requests for the following specific operational approvals prior to operational use require completion of a certification process prescribed by the CAAV that includes validation or demonstration:
 - 1) RVSM (AC 10-004);
 - 2) EDTO (AC 10-005);
 - 3) MNPS (AC 10-006);
 - 4) PBN (AC 10-009);
 - 5) AWO (AC 10-010);
 - ...
- b) The application for these specific operational approvals in the form and manner prescribed by the CAAV.

3.11.6 Additional operational certification approvals

Unless addressed in the initial certification, BAV may request for the following approvals in the form and manner prescribed by the CAAV prior to operational use require completion of a certification process prescribed by the CAAV that includes validation or demonstration [VAR. 12.045 (a), (b)].

- a) Automatic landing systems;
- b) HUD (or equivalent) EVS, SVS, CVS, or any combination of these systems into a hybrid system
- c) PBN variations, including RNP-APCH;
- d) ADS-C, including CPDLC;
- e) ADS-B-IN and -OUT;

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-4 Issue : 03 Revision : 00 27 Dec 2021
--	---	--

- f) RCP;
- g) EFB; and
- h) Other critical approvals identified by the CAAV or by changing international standards.

3.11.7 Operational variations based on safety risk assessment [\[VAR 12.047\]](#)

Notwithstanding a specific regulation requirement from CAAV, BAV may apply for operational variations which are approved by CAAV as follows:

- a) The application for the variation shall be made in the form and manner prescribed by the CAAV [\[VAR 12.047 \(b\)\]](#)
- b) The results of a specific safety risk assessment conducted by the BAV which demonstrates how an equivalent level of safety will be maintained, approve operational variations to the following requirements [\[VAR 12.047 \(a\)\]](#)

3.11.7.1.2 Alternate airport selection: [\[VAR 12.047 \(a\)\(1\)\]](#)

The operational variations to alternate airport selection criteria. The specific safety risk assessment shall include at least the:

- a) Capabilities of the operator;
- b) Overall capability of the aircraft and its systems;
- c) Available airport technologies, capabilities and infrastructure;
- d) Quality and reliability of meteorological information;
- e) Identified hazards and safety risks associated with each alternate airport variation; and.
- f) Specific mitigation measures.

3.11.7.1.3 Minimum fuel requirements: [\[VAR 12.047 \(a\)\(2\)\]](#)

Variations to the pre-flight fuel calculation of taxi fuel, trip fuel, contingency fuel, destination alternate fuel, and additional fuel. The specific safety risk assessment shall include at least the:

- a) Flight fuel calculations;
- b) Capabilities of the operator to include:
 - 1) A data-driven method that includes a fuel consumption monitoring programme; and/or;
 - 2) The advanced use of alternate airports; and
 - 3) Specific mitigation measures.

 QM	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.11 AOC APPLICATION, AMENDMENT AND RENEW	3.11-5 Issue : 03 Revision : 00 27 Dec 2021
--	---	--

3.11.7.1.4 EDTO diversion requirements [VAR 12.047 (a)(3)]

For operations beyond the time limits of the most time limited system. The specific safety risk assessment shall include at least the:

- a) Capabilities of the operator;
- b) Overall reliability of the aeroplane;
- c) Reliability of each time limited system;
- d) Relevant information from the aeroplane manufacturer; and;
- e) Specific mitigation measures.

3.11.7.1.5 Using Head up Display (HUD) [VAR 12.047 (a)(4)]

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.12 ENHANCED IOSA AUDIT REQUIREMENTS	3.12-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

3.12 ENHANCED IOSA AUDIT REQUIREMENTS

[IOSA ORG 3.4.6]

The internal IOSA audit program is developed based on principles ensure that the auditing of the IOSA Standards and Recommended Practices (ISARPs) a minimum of once during the IOSA registration period .

3.12.1 IOSA Standards Manual Application

- a) IOSA Standards Manual applied for Bamboo Airways' internal audit program is current version and effective at the time of audit.
- b) When implementing IOSA internal quality audit program and create Conformance Report, Bamboo Airways shall review applicable standards to ensure that Conformance Report shall be made in compliance with current IOSA Standards.

3.12.2 Using Auditor Actions

- a) Bamboo Airways acknowledge the application for Auditor Actions published in website by IATA.
- b) Ensuring sufficient evidence is gathered to provide confirmation that the activity or function is implemented in accordance with IOSA Standards, Auditors should complete all Auditor Actions when auditing the ISARPs, includes:
 - 1) First AA: Identification and review of the document requirements;
 - 2) Second AA: Interview with the responsible Manager(s), take note auditee's name, date of interview;
 - 3) Follow-on AA(s): An AA or group of AAs used to check physical implementation of the functions or special activities for each ISARP;

Auditor shall examine, sample and keep records, etc.... conform to each auditor action's requirement for IOSA standards and recommended Practices.

- 4) Last AA: Used to describe additional action(s) which are not listed. (if necessary)

Corresponding to ISAPRs, auditors must record all auditor action steps into Conformance Report.

3.12.3 Recording and retention

Bamboo Airways shall ensure all required internal audit information the Operator shall ensure the following information associated with the internal audit of individual ISARPs is recorded and retained:

- a) The alpha-numeric identifier;

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.12 ENHANCED IOSA AUDIT REQUIREMENTS	3.12-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- b) Appropriate documentation reference(s) (from the Operator's documentation system);
- c) Auditor name(s);
- d) Audit date(s);
- e) Auditor Actions accomplished by auditor(s) to provide evidence of implementation;
- f) If applicable, a description of non-conformance(s) and:
 - 1) The root cause(s) of non-conformance(s);
 - 2) The corrective action(s) implemented to address non-conformance(s).
- g) If applicable, a description of non-applicability (N/A);
- h) The current status of conformance (documented and implemented)

3.12.4 Conformance Report - CR

- a) The Conformance Report is the record of the Enhanced IOSA process and should provide an accurate and complete summary of the internal assessment process. The Conformance Report is certified by the Accountable Executive or Safety – Quality and Security Director as an accurate record of:
 - 1) General information with respect to Bamboo Airways' quality assurance program.
 - 2) Internal auditing conducted against the ISARPs.
 - 3) The current status of conformity with ISARPs.
- b) Bamboo Airways acknowledge the application for Conformance Report (file CR – template. excel) published in website by IATA. The CR will be submitted together with other document, as specified in 3.11.4 (below) in English by Bamboo Airways and no less than 14 days prior to start date of the renewal audit.
- c) If the content of the CR changes after submission to the AO, it is not necessary to resubmit any of the CR documents. However, it is recommending that Bamboo Airways informs the Audit Organization about significant changes in the CR prior to the Audit.
- d) Conformance Report includes the following columns:
 - 1) A column: Audit Section;
 - 2) B column: The alpha-numeric identifier;
 - 3) C column: Content of ISAPRs;
 - 4) D column: Date of last audit;

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.12 ENHANCED IOSA AUDIT REQUIREMENTS	3.12-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- 5) E column: Name of last auditor
- 6) F column: Appropriate document reference(s) (from the Operator's document system);
- 7) G column: Assessment/Status of Conformity (select from drop-down menu includes as follow status: Conformity, Finding, Observation or Not Applicable);
- 8) H column: Description of Nonconformity or Description of Reason for N/A;
 - (i) For Not Applicable ISAPRs
 - + An ISAPR can only be recorded as N/A when it has been confirmed that the specifications do not apply to Bamboo Airways anywhere within its organization or throughout its operational system.
 - + An N/A assessment can only be used if the process, function, equipment requirement, etc., is completely inactive, or does not apply to the Operator, or is outside of the scope of operations.
 - + Descriptions for each N/A assessment must be provided and must be clear; every N/A assessment in the Conformance Report must have an explanation of the reason why the ISARP was assessed as N/A;
 - + ISAPR is recorded by N/A.
 - (ii) For Findings and Observations
 - + An ISARP was assessed as a finding/observation and was closed after internal audit: The CR will contain the description for the finding/observation, the root cause and the corrective action that was taken to close the nonconformity.
 - + An ISARP was assessed as a finding/observation and is still open: The CR will contain the description for the finding/observation and the root cause.
- 9) I column: describes root cause;
- 10) J column: describes corrective action taken;
- 11) K-Z column: Auditor Actions: Corresponding to ISAPRs, auditors must record all auditor actions step into Conformance Report. For more details, please refer to item 3.12.2 above.

3.12.5 Profile for submission before renewal audit

- a) Conformance report (refer item 3.12.3).

	CHAPTER 3 SAFETY - QUALITY ASSURANCE PROGRAM 3.12 ENHANCED IOSA AUDIT REQUIREMENTS	3.12-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- b) E-IOSA auditor record includes list of E-IOSA auditor, job title, state employment status (contracted or internal auditor), record the disciplines audited during the internal audit process.
- c) Operational Profile contains information from the AOC and Operations Specifications includes: type of operations, fleet audited (all fleets as listed in the AOC), aircraft manufacture, configuration, wet-lease-in aircraft, dangerous goods transportation.
- d) List of Document References: recorded Bamboo Airways' controlled documents which to be used for reference and includes following information: Manuals/ Documents Reviewed, Acronyms, Version/ Revision, Document Type classification type 1, 2, 3 or paper (for more details, please refer to 4.2 – Document control procedure), issued/revision number, effective date, document classification for audit sections.
- e) Declaration form: must be signed by Accountable Manager or other senior representative and must be submitted to the AO with all other documents and CR.

Timeline for submission: Bamboo Airways must submit the complete CR and all accompanying documents to the Audit organization not less than 14 days prior to the start date of the renewal audit;



QM

CHAPTER 4 QUALITY PROCEDURE

4-1

Issue : 03
Revision : 00
27 Dec 2021

CHAPTER 4 QUALITY PROCEDURE

	CHAPTER 4 QUALITY PROCEDURE 4.1 MANAGEMENT REVIEW PROCEDURE	4.1-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

4.1 MANAGEMENT REVIEW PROCEDURE

[IOSA ORG 1.5.1]

4.1.1 PURPOSE

Management review is a part of Quality management system. CEO and Bamboo Airways top management have responsibility to review Quality management system periodically to ensure its continuing suitability, adequacy and effectiveness.

4.1.2 SCOPE

This process is applied for setting up plan, organizing annual management review and assessing Bamboo Airways' implementation.

4.1.3 PARTICIPANTS AND RESPONSIBILITY

- a) CEO or person who is delegated to preside management review.
- b) Quality manager is responsible for setting up plan, and organizing management review following this procedure.
- c) Postholders of Maintenance, Flight operation, Safety, Crew training and Ground operation.
- d) Heads of divisions, departments within Bamboo Airways's Quality management system.

4.1.4 REFERENCE DOCUMENT

- a) Vietnam Aviation Regulations (VARs);
- b) Quality Manual;
- c) ISO 9001;
- d) IOSA requirements.

4.1.5 PROCEDURE

4.1.5.1 Management review is carried out following 8 steps as follows:

4.1.5.1.1 Step 1: set up plan, meeting agenda and submit for approval

- a) Management review is conducted annually and combined with the meeting of the ASC to ensure its continuing suitability, adequacy and effectiveness. Management review must include improvement assessment and requirement of system improvement such as the structure of organization, information channel, task, policy, procedures, etc.
- b) In addition, depending on business conditions, unscheduled management review can be conducted when having the change of safety quality policy or Quality management system.

 QM	CHAPTER 4 QUALITY PROCEDURE 4.1 MANAGEMENT REVIEW PROCEDURE	4.1-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

Quality Manager is responsible for setting up plan and agenda of the meeting and submitting CEO for approval.

4.1.5.1.2 Step 2: Send out meeting agenda, prepare reports

- a) SQA Division is responsible for sending out meeting agenda to related divisions, departments at least one month before management review;
- b) Related divisions, departments send yearly safety quality report to SQA Division at least 02 working weeks before management review.

4.1.5.1.3 Step 3: Conduct management review and make minute of meeting

- a) Management review is presided by CEO or the person delegated. Contents of management review must include **assessing opportunities for improvement and the need for changes to the system, including, but not limited to:**
 - 1) Report the status of Quality management system and assess effectiveness in achieving safety, quality objectives in previous year;
 - 2) Result and progress to implement safety – quality assurance program including review of safety quality audit results in previous year;
 - 3) Findings from inspections and investigations;
 - 4) Operation feedback, result of customer satisfaction survey;
 - 5) Incidents and near-miss reports;
 - 6) Changes in regulatory policy or civil aviation legislation;
 - 7) Process performance and organisational conformance;
 - 8) Results from implementation or rehearsal of the emergency response plan (ERP);
 - 9) Organization conformity including scope, structure, function, task and relation between function and operation in system and processes
 - 10) Status of corrective and preventive actions;
 - 11) Follow – up actions from previous management review;
 - 12) Feedback and recommendations for management system improvement;
 - 13) Regulatory violations.
- b) Output from management review would include decisions and actions relating to:

	CHAPTER 4 QUALITY PROCEDURE 4.1 MANAGEMENT REVIEW PROCEDURE	4.1-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 1) Improvement of the processes throughout the management system;
 - 2) Safety and security requirements;
 - 3) Resource needs.
- c) SQA Division is responsible for making the minute of management review meeting.

4.1.5.1.4 Step 4: Send meeting's minute to related personnel and divisions, departments

- a) SQA Division is responsible for submitting the results to CEO. Based on meeting conclusion, CEO gives directive on implementing tasks and objectives through a year.
- b) Management review meeting's minute and CEO's directive are sent to all related divisions, departments for implementation.

4.1.5.1.5 Step 5: Implement management review's conclusions

Related divisions, departments have responsibility to set up plan to carry out objectives, duty from management review meeting according to CEO's directive.

4.1.5.1.6 Step 6: Monitor the implementation process

- a) All related divisions, departments are responsible for implementing stated objects, reporting process and results to SQA Division.
- b) SQA Director is responsible for monitoring implementation process, periodically reporting to CEO on implementation of safety quality objectives; proposing necessary solutions to ensure to achieve stated objectives.

4.1.5.1.7 Step 7: Resolve existing issues

- a) In case of irregularities or difficulties during implementation, related divisions, departments shall report manager timely for action.
- b) CEO is responsible for providing adequate resource to implement stated objectives.

4.1.5.1.8 Step 8: Assess the implementation effectiveness and retain documentation for the next management review

- a) SQA Division is responsible for collecting data and assessing the effectiveness of implementing stated safety quality objectives and submitting CEO.
- b) Existing issues will be resolved in the next management review.

 CHAPTER 4 QUALITY PROCEDURE 4.1 MANAGEMENT REVIEW PROCEDURE	4.1-4 Issue : 03 Revision : 00 27 Dec 2021
---	---

4.1.6 RECORDS

SQA Division is responsible for retaining the following documents for the period of 5 years:

- a) Management review meeting's minutes;
- b) CEO's directive on implementing safety quality objectives;
- c) Report on result of implementing safety quality objectives;

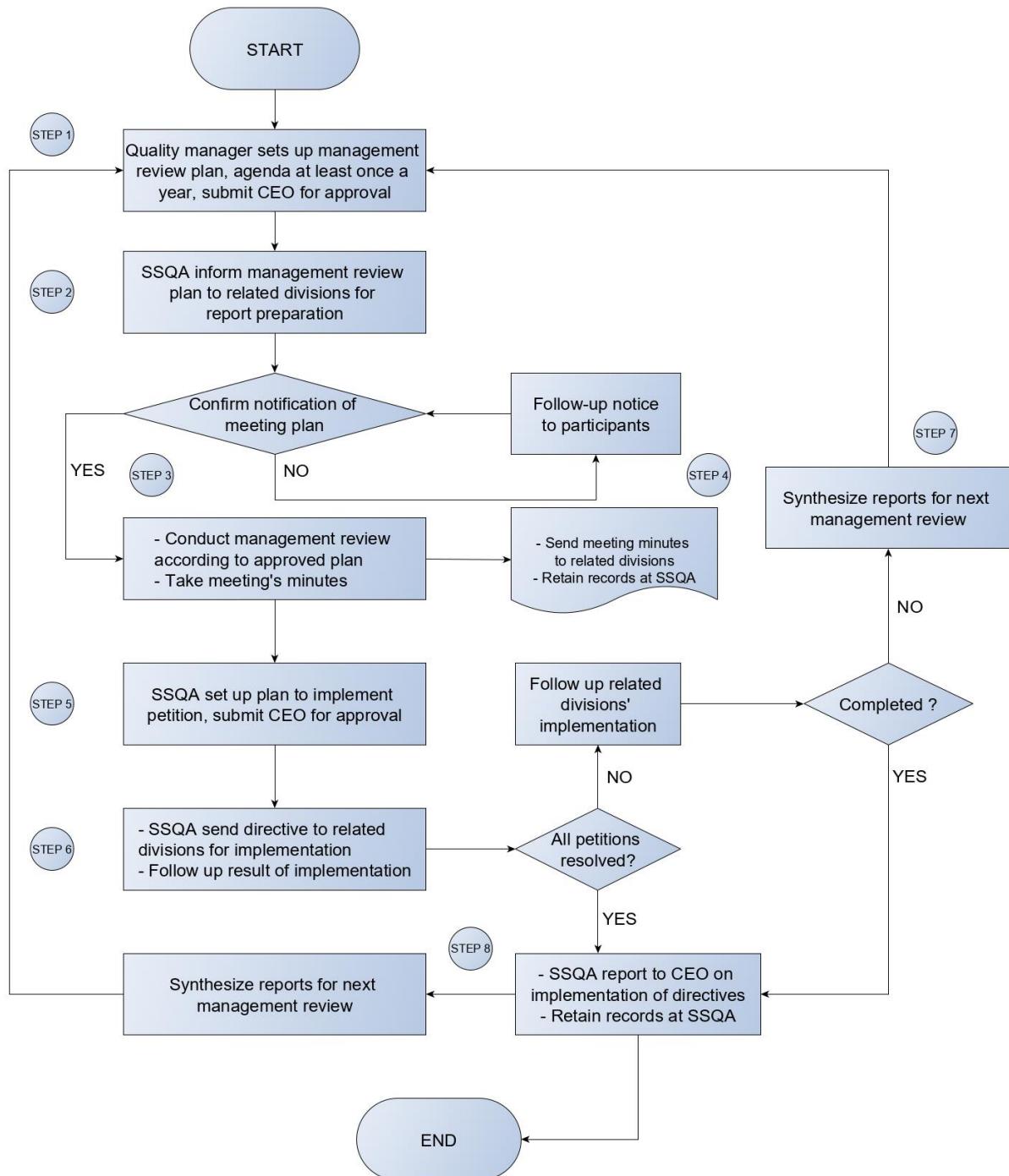


Figure -6 Management review flow chart

 QM	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.2 DOCUMENT CONTROL PROCEDURE

[IOSA ORG 2.1.1], [IOSA ORG 2.1.3], [IOSA ORG 2.1.4]

4.2.1 PURPOSE

The purpose of this procedure is to systematize and ensure consistency in controlling quality BAV document system and external origin document which support operations, maintenance and services.

4.2.2 SCOPE

This procedure is applied for divisions, departments within Bamboo Airways's Quality management system in controlling document including:

- a) Compiling new internal document, revising internal documents.
- b) Document approval/acceptance.
- c) Distribution and control of documents including internal and external documents.

4.2.3 RESPONSIBILITY

Heads of divisions, departments are responsible for ensuring that all internal and external documents are compiled, revised, approval, issuance distributed and controlled according to this procedure.

4.2.4 GENERAL

4.2.4.1 Classification of documents

4.2.4.1.1 Quality documents are divided into 4 kinds:

- a) Level 1 documents: specified general operation policy includes:
 - 1) Safety – quality policy;
 - 2) Quality Manual - QM;
 - 3) Safety Management System Manual - SMSM;
 - 4) Flight Operation Manual - FOM;
 - 5) Maintenance Control Manual - MCM;
 - 6) Flight Operation Training Manual - FOTM
 - 7) Ground Operation Manual - GOM;
 - 8) Cargo Operation Manual - COM;
 - 9) Airport Service Manual - ASM;
 - 10) Emergency Response Program - ERP
 - 11) Aviation Security Program – ASP.
- b) Level 2 documents:

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

Level 2 documents include internal procedures which are promulgated to implement the processes as described in level 1 documents, procedures applied in operations and maintenance for aircraft types, aircraft fleets. Example: SOPs, CCPM, MEL, ASM, AHM 560...

c) Level 3 documents:

- 1) Internal necessary guidelines and instructions for implementation of procedures as described in level 2 documents and instructions for each aircraft.
- 2) External necessary guidelines and instructions for implementation of procedures as described in level 2 documents, including documents such as AFM, AMM, MMEL, MPD.

d) Level 4 documents:

Quality safety records documenting results of process implementation in the areas of flight operation, maintenance, ground operation and services shall be maintained in accordance with VARs and Bamboo Airways regulations.

4.2.4.1.2 Document Classification

a) Paper

b) Electronic document includes 3 types as following:

- 1) Type 1 document is available through intranet, extranet, or internet-based resources. The controlled version of documents is always presented or displayed to users electronically. Such document is URL-based and is typically displayed as an html page.
- 2) Type 2 document is available from software that has been developed by the user or acquired from commercial providers (e.g. electronic flight bag). The controlled versions of Type 2 documents are always presented or displayed to users electronically;
- 3) Type 3 document is available from server files (e.g. .doc, .pdf files) and accessed through organization-wide networks. The controlled version of documents may be presented or displayed to users electronically as defined by Bamboo Airways.

4.2.4.2 Regulation on encoding document

4.2.4.2.1 General

- a) In order to make easy in controlling and identifying internal documents, it is necessary to encode document.
- b) All divisions, departments shall apply encoding system in issuing or revising documents.

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- c) It is not required to encode level 1 documents and internal documents with standard names such as DGR, MEL... Name of document is used to identify and control document.
- d) It is not required to encode named documents. The name of document is used to identify and control document.
- e) Level 2 and level 3 documents are encoded in accordance with Bamboo Airways regulation. Document code is controlled by divisions, departments issuing document and not duplicate issued document code.

4.2.4.2.2 Encoding requirements (refer to 2.4 SMSM)

- a) Documents edited by divisions approved by Bamboo Airways Leader:
 - 1) Encode procedure by 7 characters. Example: "SQA- P xxx" or SQA-Fxxx or SQA-Ixxx)

P: Procedure

F: Form

I: Instruction

Table 4-1 Encode procedure by 7 characters

Area	Code
Safety and Quality Assurance	SQA
Organization	ORG
Flight Operation	FLT
Dispatcher	DSP
Maintenance	MNT
Cabin	CAB
Ground Operation	GRH
Cargo	CGO
Security	SEC
Other	...

- 2) To easily control documents as well as enhance effectiveness and simplify control of quality document, it is not recommended to encode "instructions". Structure, encode of instructions can be similar to "procedure".
- b) Documents edited by departments approved by Head of Divisions:
 - 1) Encode procedure by 7 characters. Example: "SSD- P xxx" or SSD-Fxxx or SSD-Ixxx)

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

Example of how to encode documents of SQA Division:

SSD: Safety and Standard Department

FGD: Flight and Ground Department

4.2.4.2.3 Responsibility for document code control

- a) For document described in item 4.2.4.2, divisions are responsible for controlling and issuing document code in accordance with procedure - 4.2 Document Control Procedure; updating list of documents and sending it to SQA Division to control in system.
- b) For internal documents compiled and approved by divisions, departments, controlling document code is the responsibility of divisions, departments.

4.2.4.3 Regulation on document layout and content

4.2.4.3.1 General

- a) Requirement

In order to do a work, procedure must contain

- (i) Steps for implementation (WHAT)
- (ii) Person/Sections responsible for implementation (WHO)
- (iii) How to implement (HOW)
- (iv) Besides, according to requirements of procedures, it is necessary to contain other factors such as WHEN, WHERE...

- b) Basic skills of establishing procedures

1) Information input

Inputting information is moderate, if it is too detailed, it becomes stiff and loses performer's creativity. Do need to explain new terminology. Avoid inputting redundant information.

2) Scope

- (i) Manufacture's documents: AFM, FCOM, QRH, FCTM, WBM, MMEL: keep original format;
- (ii) Those documents compiled based on manufacture' document, IATA includes AHM 560, MEL, take-off/landing chart: keep original format and structure of manufacture;
- (iii) Other documents compiled by BAV shall be complied with requirement on document layout and content described in this procedure

3) Reference documents



CHAPTER 4 QUALITY PROCEDURE

4.2 DOCUMENT CONTROL PROCEDURE

4.2-5

Issue : 03
Revision : 00
27 Dec 2021

In the process of implementation, if it is necessary to refer state/aviation authorities' regulations, they should be noted in category "Reference documents"

4) Document style, format

- (i) Documentation style is clear and brief. Content should be described by flow chart and have explanation if necessary.
- (ii) The main language is English. But another language can be used appropriate for user's requirement;
- (iii) Paper size: paper size A5 shall be applied to all flight operation documents on board. Other documents are recommended to use by paper size A5;
- (iv) Avoid using abbreviation, except common abbreviation;
- (v) To get attention from user, important paragraphs can be formatted in different ways such as: bold, underline, italic...

c) Flow chart symbols

Content of procedure can be described by flow chart with symbols below:

Table 4-2 Flow chart symbols

1 .		Start/end
2 .		Activity/work
3 .		Check/decision
4 .		Turn to another flow chart
5 .		Person/sections who perform activities (with or without symbol of circle). If procedures are described by steps, it is impossible to number the circle and have detailed explanation
6 .		Document
7 .		Storage

d) Structure, format of procedures, documents

Content of procedure, regulation or instruction are flexible depending on issue entity's intention but can be include categories as follows:

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-6 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- 1) Decision for approval/issuance, list of effective pages, List of normal revision, List of significant change, list of distribution and table of content
- 2) Purpose
- 3) Scope of application
- 4) Responsibility
- 5) Reference document
- 6) Definition (if necessary)
- 7) Content of procedure
- 8) Records: list of records and period of storage
- 9) Appendix: instructions, flow charts, forms...

4.2.4.3.2 Requirement of layout

- a) A flight safety documents system should ensure standardization across document types, including:
 - 1) Writing style, terminology,
 - 2) Use of graphics and symbols, and
 - 3) Formatting across documents.
- b) All information and communication published or issued in BAV, including manuals, are written in English or Vietnamese, which is understood by all operational personnel.
- c) All BAV's Manuals are recommended to use following style:
 - 1) Manual structure

Manual is divided into Chapter, Section and subsections. The Manual is normally must contain the following items:

 - (i) Document Holder Number;
 - (ii) Authorization Page;
 - (iii) Preamble;
 - (iv) List of Distribution
 - (v) Record of Revisions
 - (vi) List of Effective Pages
 - (vii) Table of Content
 - 2) Page Set-up
 - (i) Paper size: A4

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-7 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

(ii) Margins: Mirrors margins, Top 2 cm, Bottom 2 cm, Left 3 cm, Right 2 cm.

3) Text Style

- (i) Font name: Arial
- (ii) Heading Font Size: Text should be limited to maximum 6 levels (example 1.1.1.1.1) and than Numbering:
 - + Heading 1: Bold, size 36 is used for Manual Title: e.g. **OPERATIONS MANUAL**
 - + Heading 2: Bold, size 12 is used for Chapter Title: e.g. **CHAPTER 1**
 - + Heading 3: Bold, size 12 is used for Section Title: e.g. **1.1**
 - + Heading 4: Bold, size 12 is used for Section Level 1 Title: e.g. **1.1.1**
 - + Heading 5: Bold, size 12 is used for Section Level 2 Title: e.g. **1.1.1.1**
 - + Heading 6: Bold, Size 12 is used for Section Level 3 Title: e.g. **1.1.1.1.1**
 - + Numbered List: Regular, size 12 is used for Level 3: e.g. a), b)...
 - + Numbered List: Regular, size 12 is used for Level 4: e.g 1., 2....
 - + Numbered List: Regular, size 12 is used for Level 4: e.g (i), (ii),....
 - + Bulleted List: Regular, size 12 is used for Level 4: e.g -, +, •, ○, □...

TITLE OF MANUAL

CHAPTER TITLE use heading 1

1.1 Section title: PART/Procedure TITLE use heading 2

1.1.1 Section level 1 title: use heading 3

1.1.1.1 Section level 2 title: use heading 4

1.1.1.1.1 Section level 3 title : use heading 5

a) Numbering list: level 4 – use heading 6

1) Numbering list level 4 – use heading 7

i) Numbering list level 4 – use heading 8

+ Numbering level 4 use heading 9

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-8 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

Note:

- 4) Paper size A4: Heading from 2 to 6 align margin to the left 2 cm and Numbering from 7 to 10 align margin to 0.8 cm more compare to previous margin.
- 5) Paper size A5: Heading from 2 to 6 align margin to the left 1.6 cm and Heading from 7 to 10 align margin to 0.5 cm more compare to previous margin.
- 6) Within each heading:
 - (i) Only one paragraph, there will not be numbering;
 - (ii) Two or more paragraph, there will be numbering;
- 7) Numbering of table in the chapter: Number chapter- number table for example “Table 8-5: Minimum standard CAT III “there is number 8 is chapter 8, number 5 is table number 5 of chapter 8. Necessary table to control all tables in the manual.
- 8) Numbering Procedures/ Forms/ Instruction shall in format: three-digit code of area - P/F/I xxx, for example: MNT-F001 Techlog. The area code according to Table 4-1.
- 9) The form /Instruction will be in free format with logo and code of form/instruction (for example MNT-F001 Iss 01 Rev 00 Date 30 July 2018)
- 10) Procedures within manual will follow previous the rule of manual of heading and numbering [0.12.2.3 (c) (3)];
- 11) Procedures of each BLOCK (not including within manual) will be numbering according [0.12.2.3 (c) (3) note (5)] (For example: MNT-P 001 procedure for acceptable aircraft);
- d) Body text: Normal, size 12 is use for the body text.
 - 1) Header for current documents
 - (i) All internal manual documents are to have a Header at the top of each page.
 - (ii) The Header layout is formatted as follows:

(Logo of Bamboo Airway) NAME OF MANUAL	TITLE OF THE CHAPTER/SECTION	Page: [number] Issue: [number] Revision: [number] Date: DDMmmYYYY
--	-------------------------------------	--

 QM	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-9 Issue : 03 Revision : 00 27 Dec 2021
--	---	---

- 2) Header for temporary document.
- (i) All temporary documents are to have a Header at the top of each page.
 - (ii) The temporary revision will be numbered based on the current revision number and will start from temporary revision 01, ascending until a new revision.
 - (iii) The Header layout is formatted as follows:

<i>(Logo of Bamboo Airway)</i> NAME OF MANUAL	TITLE OF THE CHAPTER/SECTION	Page : [number] Issue : [number] Temp Rev : [number] Date:DDMmmYYYY
---	-------------------------------------	--

Example

 COM	CHAPTER 0 GENERAL 0.9 LIST OF TEMPORARY SIGNIFICANT CHANGES	0.9-1 Issue : 02 Temp Rev : 01 04 Oct 2019
 COM	CHAPTER 0 GENERAL 0.9 LIST OF TEMPORARY SIGNIFICANT CHANGES	0.9-1 Issue : 02 Temp Rev : 02 20 Oct 2019

- 3) Page header:
- (i) Left corner: BAMBOO AIRWAY's Logo
 - (ii) In the middle: Bold, size 12
 - + Center middle: Title of the Chapter/Section
 - (iii) Right corner: Normal, size 12
 - + Page: Chapter/ Section number (X) - Page number (Y)
 - + Issue: Number of issue (01)
 - + Revision: Number of revision (00)
 - + Date: Date of Revision (DD Mmm YYYY) (25 Nov 2017)

 QM	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-10 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

 SMS	CHAPTER 0 GENERAL INTRODUCTION 0.12 FLIGHT SAFETY DOCUMENT SYSTEM	0.12-4 Issue : 01 Revision : 00 30 July 2018
--	--	---

4) Footer: Require on all pages must be presented by "**This manual is uncontrolled when printed**" (for electronic document only).

e) Body text with A5 paper size: Normal, size 09 is use for the body text

4.2.4.3.3 Front End

Each document of BAMBOO AIRWAY should contain a consistent presentation in the front that includes:

- a) A record of revisions;
- b) Listing of effective pages;
- c) Table of contents, containing the titles of no more than 2 levels of headers;
- d) Index, of not more than 3 levels indexing, to the important words and phrases within the manual;
- e) An explanation of the manual purpose, construction, availability, revisions and distribution.

4.2.4.3.4 Forms

Form is formatted with the following items:

- a) Form number (at the footer of page), ordinal number of form (YY) accompanied with relevant procedure (XX)
- b) Issued date
- c) Issued or revision Number

(Note: In case of revision or issuing new procedure/ form, issue/revision number of new ones is numbered according to issue/revision number of document or procedure which that form accompanied with).

4.2.4.3.5 Document Control Pages

- a) Approval decision and issuance decision
 - 1) Approval decision page, issuance decision page (official document with signature and stamp);
 - 2) For temporary revision: approval decision page and issuance decision page (not applicable).
- b) List of effective pages (LOEP)

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-11 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

Includes:

- 1) Section/item, pages, issue number, revision number, revision date;
- 2) Information relating to compilation, approval: stated at the end of each LOEP as follows

This (NAME OF DOCUMENT) Issue No..., Rev No.... is compiled by (DIVISION, DEPARTMENT), Safety & Quality Assurance Division reviewed, (NAME OF COMPETENT AUTHORITY) approved, (NAME OF COMPETENT AUTHORITY) accepted (if applicable)

PREPARED BY SQA	REVIEWED BY SQA	APPROVED BY CEO	ACCEPTED BY CAAV
Tittle: Signature:	Tittle: Signature:	Tittle: Manager: Signature:	Tittle: Signature:
Name: Date:	Name: Date:	Name: Date	Name: Date

Note: Only the Quality Manual requires an approval from the CEO, and follows the template above. The rest will follow a template: PREPARED BY DIVISION/DEPARTMENT, REVIEWED BY SQA, and APPROVED BY CAAV.

- c) List of temporary effective pages (LOTEP) (if applicable) includes:
 - 1) Section/item, pages, issue number, revision number, temporary revision number, revision date;
 - 2) Information relating to compilation, approval: stated at the end of each LOTEPEP as follows

This (NAME OF DOCUMENT) Issue No..., Rev No..., Tempo revision No.... is compiled by (DIVISION, DEPARTMENT), Safety – Quality Division reviewed, Postholder or CEO (in charge of relevant area) approved.

PREPARED BY SQA	REVIEWED BY SQA	APPROVED BY POSTHOLDER
Tittle: SQA Manager Signature:	Tittle: SQA Director Signature:	Tittle: Accountable Manager Signature:
Name: Date:	Name: Date:	Name: Date:

- d) List of normal revision (LONR) includes: Issue number, revision number, effective date.

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-12 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- e) List of temporary revision (LOTR) includes: Issue number, revision number, temporary number, effective date.
- f) List of significant change (SIG) includes: section/item/page revised, significant change of section/item/page;
- g) List of temporary significant changes (TSIG) includes: section/item/page revised, temporary significant change of section/item/page;
- h) List of distribution (LOD) includes: No., user, quantity, note;
- i) Table of content (TOC) includes: chapter/section/item number, content, chapter/section/item/page number.

4.2.4.3.6 Chapter 1: General Introduction: include as follows, but is not limited to:

- a) Purpose;
- b) Adjustment scope;
- c) Applicable objects;
- d) Reference document;

4.2.4.3.7 Chapter 2 to Chapter N

Chapter 2 to chapter N describes main content of document and record (list of records and storage period (if any), Appendix: instruction, flow chart, form,... (if any).

4.2.5 PROCEDURE

4.2.5.1 Document compilation

4.2.5.1.1 Requirement for compilation:

Divisions, departments in charge of compilation documents within BAV' Flight safety document system shall ensure:

- a) The documents shall be periodically reviewed, revised and updated at least once a year to ensure validity with current policy, procedures, instruction, information in compliance with the Vietnam Aviation Regulations, applicable ICAO annexes and other publications, IOSA, aircraft manufacturers requirements, the terms and conditions of the Air Operator Certificate (AOC) as well as other applicable international standards and requirements for consistency with changes including, but not limited to [\[VAR 12.165 \(b\)\]](#):

- 1) Changes in Authority regulations governing the authorizations and/or limitations approved by CAAV in AOC and/or Operations Specification, Aircraft manufactures, aircraft equipments manufactures;

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-13 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- 2) Changes in the company's organization, organizational structure, policies and procedures; introduction of new/revised systems or processes; or introduction of new equipment;
- 3) In compliance with safety-quality bulletins of BAV or other safety reasons;
- 4) Continuously follow up updated and revised status of external document to promptly consider the application and modify internal procedures, standards appropriately.

All amendments of VARs, requirements, international standards which affect to requirements and standards of BAV will be considered to apply at the periodic meeting of each fields or at the safety – quality meeting.

- b) Temporary revision: Temporary revision that may be urgently required in the interests of safety will be promulgated:
 - 1) Content of temporary revision does not violate Vietnam Aviation Regulations (VARs) and IOSA standards;
 - 2) Temporary revision pages shall be issued on yellow paper;
 - 3) Content of temporary revision shall be sent to related Divisions/Departments for getting their comments before becoming the official version;
 - 4) Validity: Temporary revision will expiry date when an official version is issued but no later than 6 months after effective date of that temporary revision.
- c) Manual pages will be annotated to show BAV's logo, manual name, revision number, revision date and page number. Issue number, revision number, revision date is placed in the first page of document. Revision (amendment) number and the portion of the text which has been revised or new text inserted as indicated by vertical marginal lines on the left hand side of the page adjacent to the changes. The operation manuals include a reference, regulation cite to appropriate Vietnam Aviation Regulations to (VARs) and are in a form in conformity with this 4.2 - document control procedure [\[VAR 12.067\(b\)\(3\)\]](#), [\[VAR 12.067\(b\)\(5\)\]](#).
- d) Operations manuals are written in English language.

4.2.5.1.2 Compilation procedure

- a) Step 1: Request on compiling, revising document is submitted to authorized person for review.
- b) Step 2: Request on compiling, revising document shall be reviewed by authorized person.

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-14 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- c) Step 3: After compilation or revising, document shall be sent to related divisions, departments for getting their comments (includes SQA Division).
- d) Step 4: Divisions, departments in charge of compilation documents shall gather comments, solve outstanding issue and revise properly before submission for approval.

4.2.5.2 Document review

4.2.5.2.1 Step 1: Divisions, departments in charge of compilation documents shall gather the following documents, records and send to SQA Division:

- a) For official revision/issue
 - 1) Request in writing for document review (form SQA-F101);
 - 2) Gather comments from relevant Division/Department;
 - 3) Summarize and explain the agree or disagree reasons;
 - 4) Corresponding Conformance report;
 - 5) Document submitted for review (include: convert to pdf, bookmarks, signature in all LOEP of Division/Department's Leader).
- b) For temporary revision
 - 1) Request in writing for document review (form SQA-F101);
 - 2) Document submitted for review (include: convert to pdf, bookmarks, signature of Division/Department's Leader in all LOTEPE).

4.2.5.2.2 Step 2: SQA Division review for ensuring documents:

- a) Compliance with Civil aviation Authority;
- b) Conformity with IOSA standards;
- c) Conformity with BAV's requirements;
- d) Conformity with layout, format.

4.2.5.3 Document Approval or Acceptance

4.2.5.3.1 Authorisation for approval or acceptance

Documents shall be approved or accepted by authorized level or authorized person before promulgation. Authorised levels for approval or acceptance as following:

- a) Civil Aviation Authority of Vietnam approval or acceptance

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-15 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- 1) The proposed policy or procedure shall be submitted to the CAAV at least 30 days prior to the date of intended implementation [\[VAR 12.067 \(d\)\]](#).
 - 2) Proposed aircraft operating manuals for each type and variant of aircraft operated, containing the normal, abnormal and emergency procedures relating to the operation of the aircraft shall be submitted for approval by the Authority [\[VAR 12.163 \(a\)\]](#).
 - 3) BAV shall submit to CAAV for approval of flight time, flight duty period, duty period and rest period limitations that are within the prescriptive fatigue management regulations [\[VAR 12.157 \(c\)\]](#).
 - 4) Manufacture's documents shall be submitted for approval by the CAAV before first using.
 - 5) Failure by BAV to make available to the Authority upon request, all portions of the AOC, Operations and Maintenance Manuals and any required record, document or report is grounds for suspension of all or part of the AOC [\[VAR 12.055 \(e\)\]](#).
- b) BAV' Approval
- All BAV documents shall be approved by the CEO (Accountable Manager) or his designated person, BAV' approval level as follows:
- 1) BAV's top management: apply for corporate level documents
 - 2) Heads of Divisions, Departments: apply for internal document of Division/Department.

4.2.5.3.2 Document Approval or Acceptance form

- a) For official revision/issue
 - 1) Document shall be approved by an approval decision page or an official acceptance page;
 - 2) Leader of Division/Department in charge of compilation, SQA Division Leader in charge of review, the competent authority approved and accepted (if applicable) signs in all list of effective page (LOEP).
- b) For temporary revision

Leader of Division/Department is responsible for compilation, SQA Director is responsible for reviewing and corresponding, concerning Postholder signs in all list of temporary effective page (LOTEP).

4.2.5.3.3 Division in charge of submission for approval/acceptance

- a) SQA Division is in charge of submission all BAV' Flight Safety Documents for approval/acceptance as described in table 4.3 in this procedure.



CHAPTER 4 QUALITY PROCEDURE

4.2 DOCUMENT CONTROL PROCEDURE

4.2-16

Issue : 03
Revision : 00
27 Dec 2021

Note: Temporary revisions at corporate level, SQA Division is responsible for report to Vietnam Civil Aviation Authority for acceptance.

- b) Internal Documents: Division/Department in charge of compilation shall submit to Leader of those Division/Department for approval.

Table 4-3 The list of approved or accepted documents

No.	Name of document	In charged division	Authorized level for approval or acceptance
1	Quality Manual	SQA Dept.	Approved by CAAV
2	Safety Management System Manual	SQA Dept.	Approved by CAAV
3	Aviation Security program	Security Dept.	Approved by CAAV
4	Flight Operation Manual	Operation Control Centre	Approved by CAAV
5	Minimum Equipment List	Operation Control Centre	Approved by CAAV
6	Aircraft Performance Program	Flight Ops	Approved by CAAV
7	Flight Operations Training Manual	Flight Ops	Approved by CAAV
8	Crew Roster Manual	Flight Ops	Approved by CAAV
9	Route Manual	Flight Ops	Approved by CAAV
10	Maintenance Control Manual	Technical Division	Approved by CAAV
11	EFB Manual	Operation Control Centre	Approved by CAAV
12	Flight Dispatch Manual	Operation Control Centre	Approved by CAAV
13	Cabin Crew Procedure Manual	Cabin Crew Division	Approved by CAAV
14	Cabin Crew Operation Manual	Cabin Crew Division	Approved by CAAV
15	Ground Operation Manual	Ground Operation Division	Approved by CAAV
16	Dangerous Goods Training Program	Cargo Department	Approved by CAAV
17	Dangerous Goods Manual	Cargo Department	Approved by CAAV
18	Emergency Responses Plan Manual	Operation Control Centre	Approved by CAAV
19	Standard Operating Procedures	Flight Crew Division	Approved by CAAV

 QM	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-17 Issue : 03 Revision : 00 27 Dec 2021
--	---	--

20	Airport Service Manual	Ground Operation Division	Approved by CAAV
21	Station Emergency Reponses Manual	Bamboo Airways' branch in airport	Emergency Response Committee Chairman
22	Line Maintenance Manual LMM	Technical Dept.	Approved by Bamboo Airways
23	Reliability Control Program Manual	Technical Dept.	Approved by CAAV
24	EDTO Manual	Technical Dept.	Approved by CAAV
25	Ground De-icing/anti-icing Program	Technical Dept.	Approved by CAAV
26	Flight Crew Traing Program	Training Center	Approved by CAAV

Note: Corporate level documents shall be approved by Bamboo Airways top management other than above documents.

4.2.5.4 Document promulgation

- a) Once approval, SQA Division send document back to Division/Department (in charge of document compilation) for taking promulgation process.
- b) Division/Department (in charge of document compilation) is responsible for submission document to BAV' top management to sign an issuance decision page and distribute to Div./Dept according to a list of distribution.
- c) SQA Division is in charge of reporting to CAAV for temporary revision.

4.2.5.5 Document distribution

Division/Department (in charge of document compilation) is responsible for distribution their documents. For external originated documents, divisions, departments who subscribe to those documents is responsible for distribution.

- a) All approved documents or external documents shall be updated in the list of controlled document of Division/Department before distribution and uploaded on electronic library (if applicable).
- b) Document shall be fully distributed to Division/Department within BAV and external services providers (if applicable) according to the list of distribution described in that document and ensure that these Division/Department receive document before effective date and be available in workplace for using. The list of distribution includes:
 - 1) Document name/code;
 - 2) Issue/revision number;

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-18 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- 3) Issued date;
- 4) Name of individual/ divisions/ departments distributed;
- 5) Number of distribution;
- 6) Date of distribution;
- 7) Documents are distributed with the acknowledgement of receipt;
- 8) Division/Department in charge of distribution is responsible for following up the acknowledgement of receipt and resolving issues;
- 9) Division/Department in charge of distribution is responsible for keeping Master copy within 5 years and control document distributed.

4.2.5.6 Document control and monitor

4.2.5.6.1 BAV shall make available at its principal base of operations – [VAR 12.055 (c)].

- a) All portions of its current Air Operator Certificate;
- b) All portions of its Operations and Maintenance Manuals;
- c) A current listing that includes the location and individual positions responsible for each record, document and report required to be kept by BAV under the applicable aviation law, regulations or standards.

4.2.5.6.2 Division/Department is responsible for controlling and monitoring their documents in comply with this document control procedure as follows:

- a) Documents shall have appropriate form of control, identify name of document, identify updated status by mean of issue number, revision number, effective date and ensure that using documents are the latest versions and that all the pages contained therein are correct;
- b) Ensure that the list of controlled documents is updated;
- c) Document status shall be updated, well-maintained and available for using, easy to access when necessary;
- d) Divisions/Departments who received document are responsible for returning the confirmation of receipt to Division, Department who distributed document for control.
- e) Making a list of controlled internal and external documents;
- f) Obsolete documents shall be identified to be removed or kept as reference records if necessary. In these cases, **putting them in a specially designated location that have an identified sign as “Obsolete document or uncontrolled document”** to avoid misusing.

	CHAPTER 4 QUALITY PROCEDURE 4.2 DOCUMENT CONTROL PROCEDURE	4.2-19 Issue : 03 Revision : 00 27 Dec 2021
---	---	--

- g) Document is protected the integrity of any confidential information that may be contained therein from unnecessary disclosure, and is reasonably protected from inadvertent damage, loss or theft;
- h) Electronic documents shall be controlled and ensure that:
 - 1) Have separate backup documents;
 - 2) For printed documents: Requirements on these pages must be presented by "**This manual is uncontrolled when printed**";
 - 3) Delimit right of access, right of use and right of modification for documents;
 - 4) Periodically check status of electronic documents/records;
 - 5) Period of storage for electronic document shall be complied with CAAV requirements and BAVBAV' requirements;
 - 6) In case of upgrading or replacing hardware/software, the old ones shall be retained as a backup in case of accessing electronic document;
- i) Electronic Flight Bag (EFB)
 - 1) BAV EFB is established based on FAA's standard and guidelines FAA AC 120- 76 C for the operational use of EFBs;
 - 2) EFB administration and operation is complied with BAV's EFB Manual;
 - 3) Relevant Division/Department has responsibility to update approved document into EFB as follows:
 - (i) Flight crew' EFB: Operation Control Centre;
 - (ii) Cabin crew' EFB: Cabin Crew Division.
 - 4) Relevant Division/Department has responsibility to send the latest approved document to Operation Control Centre, Cabin Crew Division for update.

4.2.5.6.3 Document system shall be audited by SQA Division as a part of safety – quality assurance program of BAV in order to ensure all documents are available at the appropriate places and content of procedure meet the mandatory requirements of VARs as well as international requirements and standards.

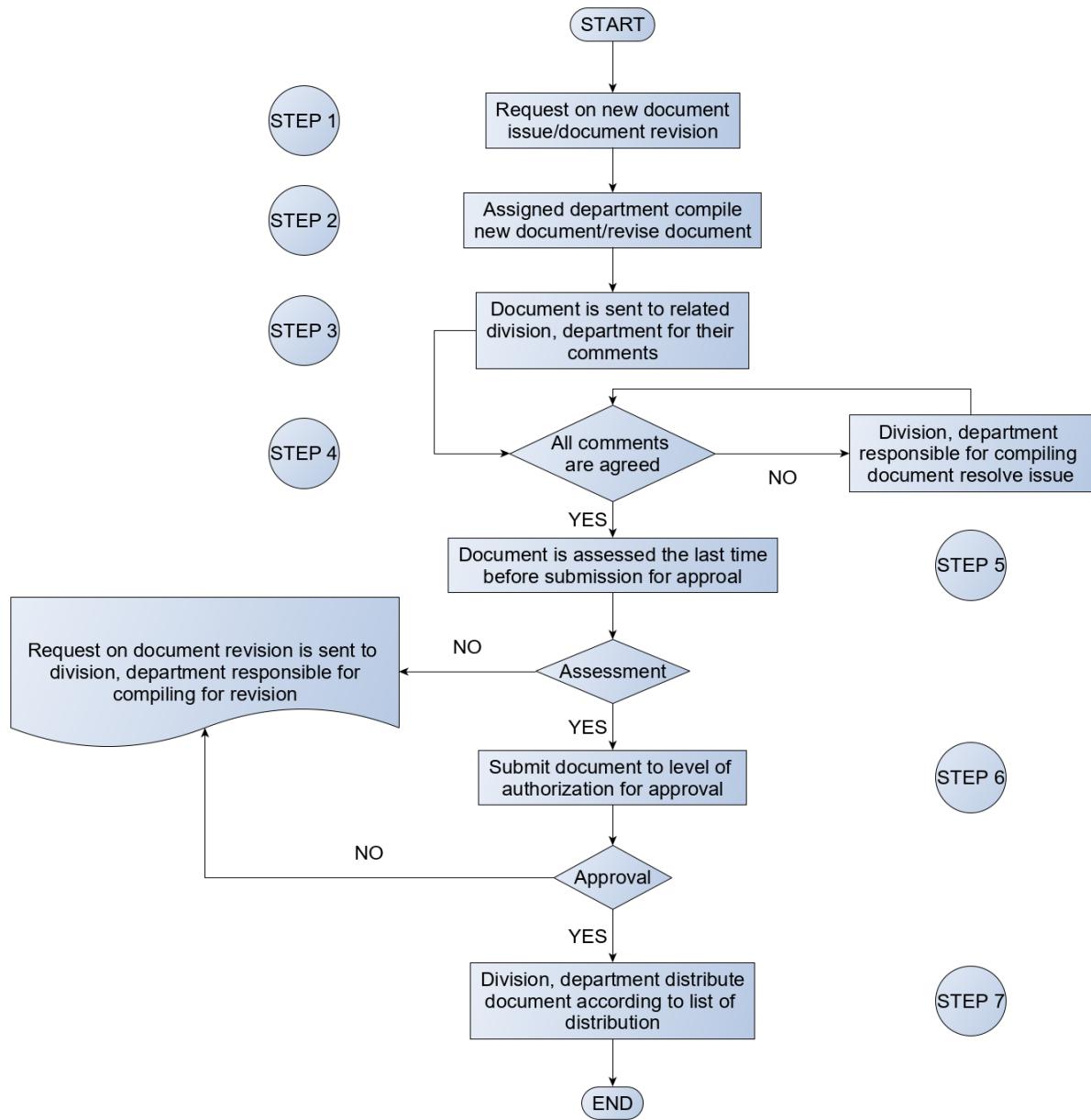


Figure -7 Document issue, revision flow chart

4.2.6 RETENTION OF DOCUMENTS

The following documents shall be retained:

- Master list of internal and external documents;
- Master list of distribution/updated document.

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.3 SAFETY QUALITY AUDIT PROCEDURE

4.3.1 PURPOSE:

This procedure is to ensure consistency and enhance effectiveness of safety quality audit process.

4.3.2 SCOPE:

This procedure is applied in Bamboo Airways' safety quality audit including internal and external audit in the area of operation, maintenance and services.

4.3.3 RESPONSIBILITY

- a) SQA Division implement approved safety quality audit plan;
- b) Divisions, departments in Bamboo Airways Quality management system are responsible for following this procedure.

4.3.4 REFERENCE DOCUMENT

- a) Vietnam Aviation Regulations (VARs);
- b) Quality Manual;
- c) Safety Management System Manual (SMSM);
- d) ISO 9001.

4.3.5 PROCEDURE

4.3.5.1 Step 1: Planning

Set up detail audit plan based on yearly/quarterly audit plan including:

- a) Members of audit team (approved by SQA Director);
- b) Time and place of audit;
- c) Defines the scope of each audit, as appropriate for the area being audited, and also:
 - 1) Includes audit objectives that address ongoing compliance with regulatory requirements, BAV standards and other applicable regulations, rules and standards;
 - 2) Considers relevant operational safety or security events that have occurred;
 - 3) Considers results from previous audits, including the effectiveness of corrective action that has been implemented.

4.3.5.2 Step 2: Preparation for audit

- a) At least 5 working days before implementing audit plan, notice of audit is sent to auditee;

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) Team leader sets up detailed audit plan, assigns duties and responsibilities for audit team members. Prepare audit checklists. Collect information of auditee from different sources (previous audit report, periodical reports,);
- c) Document audit and on-site audit to prove the compliance in system and processes of auditee;
- d) Audit team's meeting on audit plan.

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.3.5.3 Step 3: Conduct an audit

- a) The sequence of audit includes opening meeting, audit and closing meeting for conclusions (Detailed steps and audit skills are applied according to general regulation of quality standard ISO 9001)
- b) In the process of audit, besides the responsibility to ensure integrity of system with applicable regulation, standards, auditors shall audit level of safety in implementation of work procedure, ensure safety for evaluated product/services and the whole system. Audit shall ensure that potential risks are identified during work process.
- c) Corrective action request CAR (SQA-F112) is made at place of audit and contains response time and signatures of leader of audit team and head of auditee. Each keeps one copy of CAR (audit team keep the original copy of CAR). Team leader is responsible to Director of SQA Division for quality of CAR and audit.
 - 1) Level of non-conformities are as follows:
 - (i) Level 1: Non-conformity is extremely serious and could result in the loss or suspension of the AOC. These non-conformities have a hazardous nature on safety, airworthiness, regulatory violation, service delivery, reputation. This level 1 may consider as a high safety risk level/unacceptable (R1), need to take corrective action immediately or before the time of taking into services.
 - (ii) Level 2: Non-conformity is anything that could lower the desired standard and could possibly cause a safety hazard to an aircraft. This level 2 may consider as an acceptable level of safety risk (R2), need to take corrective action immediately completed within 30 days.
 - 2) Safety Risk Assessment
 - (i) Likelihood (Probability of occurrence)

Table 4-4 Likelihood (Probability of occurrence)

Qualitative definition	Meaning (in aviation context)	Value
Frequent	Likely to occur many times (has occurred frequently)	5
Occasional	Likely to occur some times (has occurred infrequently)	4
Remote	Unlikely, but possible to occur (has occurred rarely)	3
Improbable	Very unlikely to occur (not known to have occurred)	2

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

Extremely improbable	Almost inconceivable that the event will occur	1
----------------------	--	---

(ii) Severity

Table 4-5 Severity assessment

Aviation definition	Meaning (in aviation context)	Value
Catastrophic	Aircraft / equipment destroyed; Multiple deaths	A
Hazardous	A large reduction in safety margins, physical distress or a workload such that the operators cannot be relied upon to perform their tasks accurately or completely. - Serious injury or death to a number of people. - Major equipment damage	B
Major	A significant reduction in safety margins, a reduction in the ability of the operators to cope with adverse operating conditions as a result of increase in workload, or as a result of conditions impairing their efficiency. - Serious incident. - Injury to persons.	C
Minor	Nuisance. - Operating limitations. - Use of alternate procedures. - Minor incident.	D
Negligible	Few consequences	E

(iii) Risk: Safety risk assessment – Safety risk matrix

Table 4-6 Risk: Safety risk assessment – Safety risk matrix

Safety Risk		Severity				
Probability		Catastrophic A	Hazardous B	Major C	Minor D	Negligible E
Frequent	5	5A	5B	5C	5D	5E
Occasional	4	4A	4B	4C	4D	4E
Remote	3	3A	3B	3C	3D	3E
Improbable	2	2A	2B	2C	2D	2E
Extremely improbable	1	1A	1B	1C	1D	1E



CHAPTER 4 QUALITY PROCEDURE
4.3 SAFETY QUALITY AUDIT PROCEDURE

4.3-5

Issue : 03
Revision : 00
27 Dec 2021

(iv) Safety Risk Tolerability Criteria

Table 4-7 Safety Risk Tolerability Criteria

Risk Index	Safety Risk Description	Safety risk Acceptability/ Mitigation solution Required	Code
5A, 5B, 5C, 4A, 4B, 3A	HIGH	Unacceptable under the existing circumstances. Recommended action: Cease or cut back operation promptly if necessary. Perform priority safety risk mitigation to ensure additional or enhanced preventative controls are in place to bring down the safety risk index to moderate or low.	R1
5D, 5E, 4C, 4D, 4E, 3B, 3C, 3D, 2A, 2B, 2C, 1A	MODERATE	Acceptable based on the safety risk mitigation. It may require management decision Recommended action: Schedule performance of a safety risk assessment to bring down the safety risk index to low range if viable.	R2
3E, 2D, 2E, 1C, 1D, 1E	LOW	Acceptable. Recommended action: No more mitigation action is necessary.	R3

- d) When it comes to assess the effectiveness of safety risk controls for hazards detected in risk assessments of each Safety Action Group or management of change in all the disciplines, audit team shall use an internal checklist and go through the following actions:
- 1) Ensure that corresponding safety concerns have been considered by each Safety Action Group (SAG) equivalent; and that they identify, and document hazards associate with particular activities or operations that are interrelated with their disciplines as well as the consequences resulting from the hazards;
 - 2) Evaluate a process of safety risk assessment of each SAG, including Risk Assessment where the SAGs must decide the severity and probability of each hazard identified and Risk Determination when the SAGs must determine which outcomes associated with hazards represent which level of risks - High, Medium, or Low risk;
 - 3) Assess a safety risk mitigation process for each SAG where they are responsible for developing, identifying and managing feasible mitigation measures;
 - 4) Evaluate a Final Risk Rating process of each SAG where they must decide whether they can change the current level of risks down to ALARP (As Low As Reasonably Practicable) due to the mitigating

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-6 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

actions produce the intended effect. If not, a determination must be made as to why, it may be that the wrong hazard was being addressed, or the system/process needs to modified;

- 5) Require a comprehensive review of the Hazard Log for each SAG, monthly SAGs meeting reports, supporting documentation, information or evidence that mitigation measures have been implemented and produced effectiveness.

4.3.5.4 Step 4: Make audit report

- a) Audit report (AR) is written by Vietnamese for domestic divisions, departments, by English for foreign partners with includes:
 - Report is numbered as follows: AR/Month, year/Auditee - Place of Audit.
 - CAR is numbered as follows: CAR/Month, year/Auditee – Place of audit/ No of CAR.
 - Observation (Obs) is numbered as follows: Obs/Month, year/Auditee – place of Audit/No of Obs.
- b) Audit report (including CAR if any) is one and submitted to Director of SSD department for approval no later than 10 calendar days after audit before sending to auditee.
- c) Audit report is retained at SQA Division according to regulations.

4.3.5.5 Step 5: Follow up corrective/preventive action

- a) SQA Division is responsible for reviewing corrective action results as well as corrective/preventive action plan.
- b) Heads of auditee are responsible for taking corrective actions in specific time scale.
- c) Audit report including non - conformity, recommendations are used as input to safety management system (SMS). Corrective actions are reviewed and assessed by SQA Division to ensure root cause corrective actions taken as well as the necessity of taking additional safety measures.

4.3.5.6 Step 6: Retain and follow up records after audit

The following records should be retained at SQA Division for the period of 5 years:

- a) Notice of audit;

	CHAPTER 4 QUALITY PROCEDURE 4.3 SAFETY QUALITY AUDIT PROCEDURE	4.3-7 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) Audit report, checklist (information, comments during audit);
- c) Corrective action request CAR (if any);
- d) Corrective action request tally sheet (if having CAR).

4.3.5.7 Step 7: Assess implementation of audit

SQA Division assess the results of safety quality audit every 3 months and report to CEO to adjust plan and submit petitions for review at regular safety quality meeting/regular meeting in the area of flight operation, maintenance, service/SAG1, SAG2, SAG3 meeting.

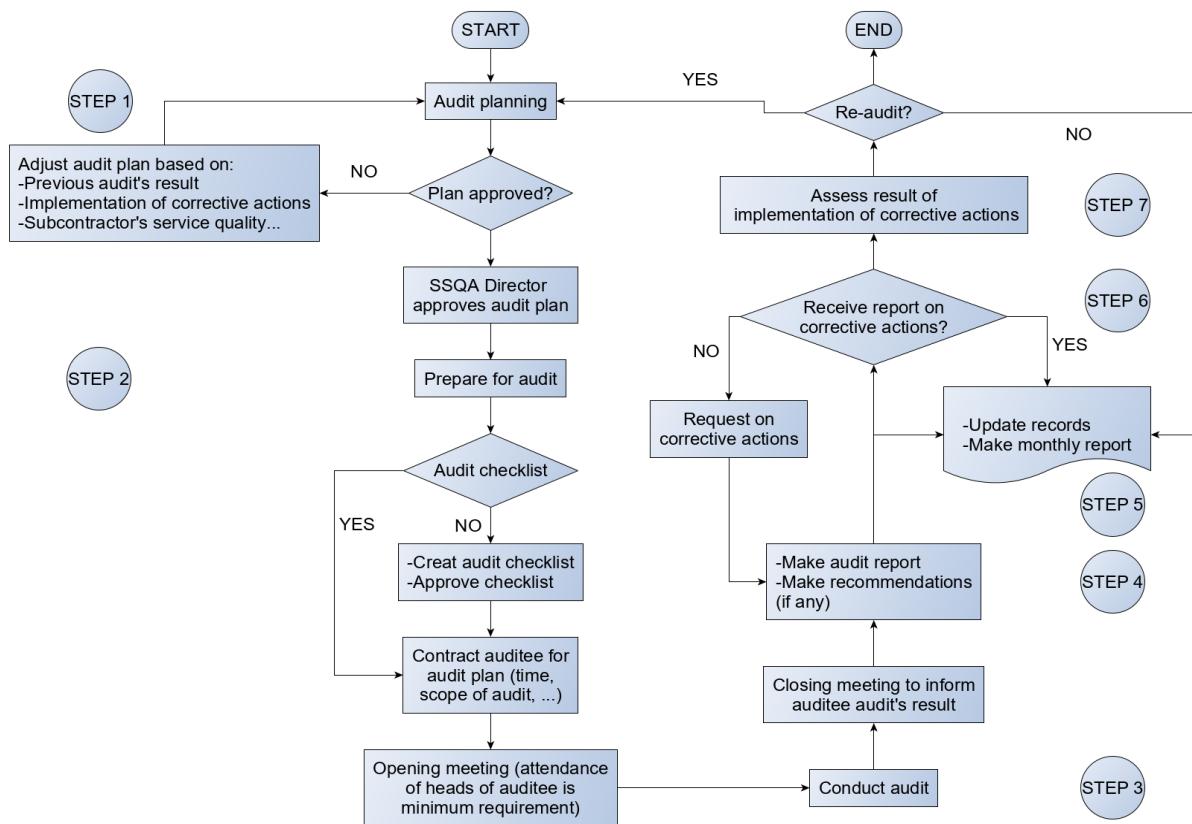


Figure -8 Safety – Quality Audit Procedure Flow Chart

4.3.6 QUALITY RECORDS

The following records should be retained for the period of 5 years:

- Safety - quality audit plan;
- Safety - Quality inspection and audit records, including audit reports
- Responses to findings;
- Corrective and preventive action reports;
- Corrective preventive action follow-up and closure reports.

4.3.7 APPENDIX OF APPROVED CHECKLISTS

Details of checklists are described in Table 3-3 of this document.

 QM	CHAPTER 4 QUALITY PROCEDURE 4.4 CORRECTIVE/PREVENTIVE ACTION PROCEDURE	4.4-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.4 CORRECTIVE/PREVENTIVE ACTION PROCEDURE

4.4.1 PURPOSE

This procedure is to define implementation of corrective/preventive actions in the areas of flight operation, maintenance and ground operations.

4.4.2 SCOPE

This procedure is applied for all divisions, departments in Bamboo Airways' safety Quality management system in order to correct and prevent issues that may affect safety, quality:

- a) Corrective action against recommendation raised from safety – quality audit;
- b) Correction action against customer's complaint;
- c) Prevent factors that may affect safety - quality identified in work process.

4.4.3 RESPONSIBILITY

Heads of divisions, departments are responsible for ensuring corrective/preventive actions are implemented following this procedure.

4.4.4 REFERENCE DOCUMENT

- a) Vietnam Aviation Regulations (VARs);
- b) Bamboo Airways Quality Manual;
- c) ISO 9001;
- d) IOSA ORG 3.4.3

4.4.5 PROCEDURE

4.4.5.1 Corrective/preventive action procedure is implemented following 07 steps:

4.4.5.1.1 Step 1: Identify non-conformity and hidden risks

4.4.5.1.2 Step 2: Request corrective/preventive actions Correction request is made from:

- a) Internal safety-quality audit (form SQA-F112);
- b) Partner's audit;
- c) Recommendations from aviation authorities;
- d) Findings in flight operation, services and maintenance that may affect safety – quality;
- e) Feedback from customers.

	CHAPTER 4 QUALITY PROCEDURE 4.4 CORRECTIVE/PREVENTIVE ACTION PROCEDURE	4.4-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.4.5.1.3 Step 3: Analyze root cause, make corrective/preventive action plan.
Division, Departments who implement corrective/preventive actions are responsible for

- a) Analyzing root cause of non-conformity to ensure that the non-conformity is eliminated and prevented from reoccurrence.
- b) Making corrective/preventive action plan ensuring that it will be implemented effectively within specific time scale. This plan shall be approved by heads of divisions, departments and accepted by SQA Division.

4.4.5.1.4 Step 4: Take corrective/preventive action, send report and evidences supporting corrective/preventive actions taken

Divisions, departments who take corrective/preventive actions are responsible for

- a) Implementing corrective/preventive actions; ensuring adequate resource for effective correction actions.
- b) Sending report approved by heads of departments on implementation of corrective/preventive actions and evidences supporting corrective/preventive actions taken to SQA department.
- c) Extension of corrective/preventive action request

SQA is responsible for reviewing the extention request:

- (i) Intended corrective action and original due date;
- (ii) Reason for not being implemented;
- (iii) Operational risk remaining open beyond the due date;
- (iv) Proposed Extension Date; and
- (v) Actions to prevent a further overrun of the Extension Date

After reviewing, if satisfied with the substance of the request, it will be reported to SQA Director.

4.4.5.1.5 Step 5: Evaluate the effectiveness of corrective/preventive action

- a) SQA Division are responsible for assessing result of corrective actions as well as corrective/preventive action plan before making decision to accept result.
- b) In case that information or evidence are inadequate, or results of corrective action are not satisfactory, General managers of SQA Division shall report SQA Director for the following requests on:
 - 1) Additional documents
 - 2) Analysis and implementation of next corrective/preventive actions.

	CHAPTER 4 QUALITY PROCEDURE 4.4 CORRECTIVE/PREVENTIVE ACTION PROCEDURE	4.4-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.4.5.1.6 Step 7: Verification of implementation result, retention of documents

SQA Division are responsible to review corrective/preventive actions for closure of the findings.

4.4.5.1.7 Step 8: Periodically evaluate the effectiveness of corrective/preventive actions

SQA Division evaluate the effectiveness of corrective/preventive actions every 3 months. Based on evaluation, SQA Division will have appropriate adjustment, summarize result and submit for review at regular safety-quality meeting.

4.4.6 RECORDS

The following documents shall be retained at SQA Division for the period of 5 years:

- a) Corrective action request;
- b) Document/evidence of corrective/preventive actions;
- c) Results of implementation of corrective/preventive actions.

	CHAPTER 4 QUALITY PROCEDURE 4.4 CORRECTIVE/PREVENTIVE ACTION PROCEDURE	4.4-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

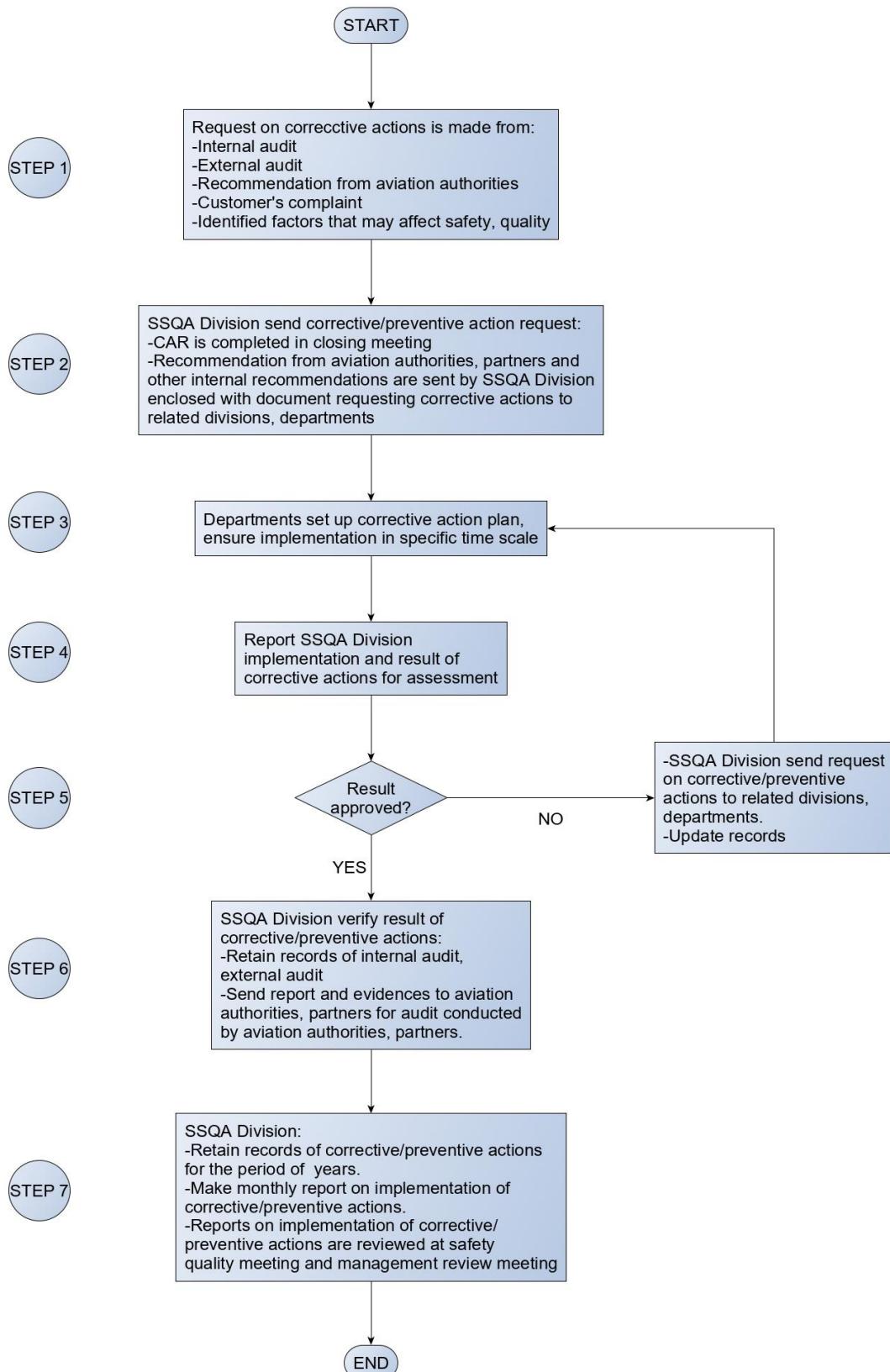


Figure -9 Corrective/preventive actions flow chart

"This manual is uncontrolled copy when printed"

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-1 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

4.5 SUPPLIER ACCEPTANCE PROCEDURE

[IOSA ORG 3.5.2]

4.5.1 PURPOSE

This procedure is to evaluate supplier's capability that meet requirements of Bamboo Airways on legitimacy and quality of aircraft components, materials and service.

4.5.2 SCOPE

This procedure is applied in selection of suppliers in the following areas:

- a) Flight operation;
- b) Aircraft maintenance; repair on aircraft components, spares, engine, APU, gear;
- c) Ground operation – services;
- d) Anti-icing/ De-icing services;
- e) Fueling services;
- f) Passenger Handling;
- g) Cargo, baggage, mail handling;
- h) Training;
- i) Other services which may affect safety-quality.

4.5.3 RESPONSIBILITY

- a) Divisions, departments are responsible for applying this procedure in supplier evaluation, acceptance, and reacceptance according to regulation specified in Quality Manual Chapter 3 item 3.9.
- b) Investors, divisions, departments delegated to sign contract, Bamboo Airways expert tendering groups and contract negotiation groups are responsible for following this procedure in selection of suppliers.

4.5.4 GENERAL REGULATION

4.5.4.1 Supplier ratings

Supplier are divided into 3 ratings

4.5.4.1.1 Level 1 suppliers include

- a) Suppliers accepted by CAAV to provide aviation product and service;
- b) Aircraft and engine manufacturers;
- c) Original manufacturers of components, materials, chemical supporting operation, maintenance activities and service of Bamboo Airways;
- d) Support stations for aircraft manufacturers; repair, maintenance, overhaul stations listed in one of the following updated manuals:

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-2 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- 1) Vendor Information Manual or Vendor Directory of manufacturer of aircraft, engine;
- 2) Illustrated Part Catalogue (IPC), Consumable Material List (CML, Component Maintenance Manual (CMM);
- 3) Structural Repair Manual (SRM);
- 4) Aircraft Maintenance Manual (AMM);
- 5) Service Bulletin (SB) issued by manufacturer;
- 6) Other equivalent documents issued or approved by manufacturers, reputable aviation authorities/organizations (FAA, EASA, ...)

4.5.4.1.2 Level 2 suppliers include:

- a) All aircraft, engine, components repair, maintenance, overhaul organizations;
- b) Flight training center for flight crew and cabin crew training, simulator training.

4.5.4.1.3 Level 3 suppliers:

Suppliers other than level 1 and level 2 suppliers, divided into 3 groups:

- a) Group A: Distributors of manufacturer's products; organizations providing operational services, services, and training; airlines operating Bamboo Airways wet lease aircraft.
- b) Group B: Aviation fuel suppliers, chemicals (stripper, solvent, paint, lubricant, hydraulic fluid...) suppliers.
- c) Group C: Airlines or organizations who have infrequent contract with Bamboo Airways (financial company, aircraft/engine lessor...).

4.5.4.2 Bamboo Airways policy against suppliers

4.5.4.2.1 Level 1 suppliers

- a) All CAAV approved suppliers are automatically accepted by Bamboo Airways.
- b) All level 1 suppliers are automatically accepted by Bamboo Airways.
- c) In case of unclear origin, suppliers are responsible for submitting updated documents about their organization to SQA Division to be given ratings.
- d) Level 1 suppliers are allowed to provide their own products and technical service. In case of providing other services, they shall be delegated by manufacturer.

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-3 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- e) Investors, departments who sign contracts, expert tendering groups, contract negotiation groups are responsible for selecting level 1 suppliers according to item 4.1 and make list of them.
- f) SQA Division shall evaluate the selection of level 1 suppliers periodically.

4.5.4.2.2 Level 2 suppliers

- a) Level 2 suppliers providing repair, maintenance & overhaul service to Bamboo Airways must be approved by CAAV following VAR part 5 and accepted by SQA.
- b) SQA Division update list of CAAV approved aviation maintenance organizations (AMO) and send it to related divisions/departments when receiving approved list from CAAV.

4.5.4.2.3 Level 3 suppliers

Besides general requirements on supplier qualification (Chapter 3 item 3.9.2), suppliers shall have business registration certificate (company owner, address, head office, legal capital, function and scope of business...) issued by authorized body of local country. Before providing Bamboo Airways with components, materials, level 3 suppliers shall obtain Supplier Acceptance or official acceptance document from SQA Division. Components, materials supply contract is only effective when being signed with those suppliers.

Additional requirements for each group of level 3 suppliers are as follows:

a) Group A:

Supplier shall submit certificates and other related documents to prove that they are authorized distributors of one or some manufacturers.

- 1) Business registration certificate issued by an authorized body or organization including company owner's name, address, head office, legal capital, function and scope of business;
- 2) Authorized Distributor certificate, Manufacturer authorization letter (if any)
- 3) Certificate of aviation supplier association or certificate of supplier issued by worldwide reputable airlines or Certificate ISO 900, ISO 14000 or other equivalent Certificate;
- 4) Company Exposition Manual and/or Quality Manual or equivalent documents that show company's capability.
- 5) The Flight Crew Provider, who provide pilots for Bamboo Airways must meets the requirements specified in article 4.5.1 of this procedure;



CHAPTER 4 QUALITY PROCEDURE
4.5 SUPPLIER ACCEPTANCE PROCEDURE

4.5-4

Issue : 03
Revision : 00
27 Dec 2021

- 6) The FTO, who provide basic pilot training services shall meets the requirements specified in article 4.5.2 of this procedure
 - 7) In case suppliers are AMOs, they shall have documents as follows:
 - (i) EASA/FAA/CAAV approved certificate or equivalent certificate.
 - (ii) Company Exposition Manual and/or Quality Manual or equivalent documents that show company's capability.
- b) Group B
- Shall have certificates, documents showing that they are allowed to provide products, services required by Bamboo Airways.
- 1) Business registration certificate issued by an authorized body of local country;
 - 2) Manufacturer's authorization letter (compulsory requirement for Jet A1 supplier);
 - 3) Certificate of aviation supplier association or certificate of supplier issued by worldwide reputable airlines or Certificate ISO900, ISO 14000 (if any);
 - 4) Company Exposition Manual and/or Quality Manual or equivalent documents that show company's capability.
- c) Group C are infrequent partners. SQA Division will have decision to each case. For airlines, aircraft maintenance organizations who don't have frequent relationship with Bamboo Airways or have not signed maintenance contract with Bamboo Airways, SQA Division will have written document for each case. To ensure accuracy and promptness in urgent situations, there are 2 cases specified as follows:
- 1) In case purchasing, borrowing, exchanging engine, APU, landing gear need to be considered, discussed by Bamboo Airways, divisions, departments are responsible for:
 - (i) Sending a written document to SQA Division specifying requirements and scope of cooperation with Bamboo Airways (including address, telephone, fax, SITA and contact point).
 - (ii) Sending or requesting partners to send necessary documents, certificates that prove their capability in providing service.
 - 2) In case that purchasing, borrowing, exchanging components, materials need to be prompt to ensure operation activities (AOG at outstation): airlines, maintenance organizations shall have following certificate when selling, lending or exchanging components, materials with right types, specifications:

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-5 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- (i) JAA/EASA Form One or FAA Form 8130-3; airlines can provide serviceable tag
- (ii) Certificate of Conformity;
- (iii) Lab analyst certificate for each material batch/lot;
- (iv) Other equivalent certificates.

Note: Besides, foreign suppliers with head office located within the territory of Vietnam shall possess licenses in accordance with Vietnamese law.

4.5.4.2.4 Temporary acceptance for level 3 supplies to participate in tendering

- a) Relating to supplier selected by tendering procedure, to ensure the selected contractor meets the requirements of Bamboo Airways. Expert tendering group has responsibilities to request all tenders send full profile (requested by this procedure) to Bamboo Airways for evaluate.
- b) Prior to tendering evaluation, Expert tendering group shall send written request with complete documents to SQA Division to review legal person status and capability of tenderer. SQA Division accept temporarily qualified applicants to participate in tendering.
- c) Before signing contract with Bamboo Airways, winning tenderer shall be accepted by SQA Division in accordance with this procedure.

4.5.5 PROCEDURE

Supplier acceptance/ reacceptance procedure is applied for level 2 and level 3 suppliers following function, task described in Chapter 3 item 3.9.2, includes two processes:

- a) Suppliers relating aircraft maintenance and other suppliers are accepted by SQA Division in accordance with 4.5.5.1.
- b) Other suppliers are accepted by GO and Commercial in accordance with 4.5.5.2.

4.5.5.1 Approved suppliers

Supplier approval procedure is carried out following 7 steps described in flow chart 4-6

4.5.5.1.1 Step 1: Request for supplier acceptance

Send written request for supplier acceptance

- a) Investors, departments delegated to sign contract or expert tendering groups, contract negotiation groups shall send written document requesting SQA Division to review legal person status and capability of supplier. Document also contains scope of cooperation with Bamboo Airways.

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-6 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- b) Suppliers shall send letter requesting for supplier acceptance (Form SQA-F118). Scope of providing service shall be clear and detailed.

In case the supplier is listed in ASL: SQA Division will send notification to related departments.

In case the supplier is not listed in ASL: implement the next steps.

4.5.5.1.2 Step 2: Collect information on suppliers

Send and follow up supplier evaluation questionnaire.

- a) After receiving documents, SQA Division send supplier evaluation questionnaire to applicants (Form SQA-F119A for level 2 and Form SQA – F119 for level 3) and request applicant to send answer to questionnaire within 7 working days from the date of receipt of questionnaire.
- b) Based on applicant's answer to questionnaire, SQA Division have preliminary review and evaluation on legal person status and capability of applicant in implementation of providing Bamboo Airways with service.

4.5.5.1.3 Step 3: Receipt of documents

Applicants shall submit the following documents to SQA Division:

- a) Business registration certificate issued by an authorized body or organization of local country;
- b) Certificate of aviation authority of local country and/or certificate of EASA/FAA (if any);
- c) Authorized distributor certificate, manufacturer authorization letter (if any);
- d) Certificate ISO 9001, ISO 14000 (if any);
- e) Company Exposition Manual and/or Quality Manual or equivalent documents that show company's capability;
- f) Other quality documents, certificates that show organization's legitimacy and capability (if any).

4.5.5.1.4 Step 4: Documents review

Document review is implemented according to SQA procedure (Form SQA-F117). If applicants do not meet requirements on documents specified in supplier acceptance guideline, SQA Division do not accept and send notification of not accepting to applicant. Time of response is from 07 to 20 days since SQA Division receive supplier's documents.

Supplier audit: is periodical activity to evaluate supplier's capability. Audit is regulated as follows:

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-7 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

- a) Suppliers are evaluated periodically through document system and evaluation questionnaire (indirect audit); on site audit (direct audit) following annual quality audit program;
- b) Supplier audit program is a part of Bamboo Airways quality audit program. Based on product, service quality, SQA Director determines audit frequency and selection of suppliers to audit.

4.5.5.1.5 Step 5: Supplier acceptance

- a) After verifying certificates, documents of applicants and/or determining the conformity of applicants, SQA Division will issue Supplier Acceptance (Form SQA-F120).
- b) **Do not accept supplier** if the suppliers do not meet the requirements described in this procedure, SQA Division will send a written notification of not accepting supplier to applicants, investors, departments delegated to sign contract, expert tendering group, contract negotiation group.
- c) Time necessary to complete all steps of procedure:
 - 1) For suppliers who do not need to be directly evaluated: not exceed 30 days from the date SQA Division receive documents.
 - 2) For suppliers who need to be directly evaluated (Step 4): not exceed 50 days from the date SQA Division receive documents (time also depends on supplier's correction of nonconformity)
 - 3) Based on circumstance of each supplier, SQA Division regulate the expiry of certificate, but it does not exceed 3 years.

4.5.5.1.6 Step 6: Notice to supplier

Send 01 original Supplier Acceptance to supplier; 01 copy of Supplier Acceptance to investors, departments delegated to sign contract, expert tendering group and contract negotiation group.

4.5.5.1.7 Step 7: Retention and update of ASL

- a) 01 copy of supplier acceptance certificate is retained at SQA Division.
- b) SQA Division update ASL and send to relating divisions, departments every 2 months.
- c) All records of suppliers are retained at SQA Division 2 years after suppliers no longer provide Bamboo Airways with service.

Extend/change scope of providing service

In case the supplier wants to extend or change scope of service, suppliers and related departments are responsible for implementing steps of procedure for extending/ changing scope.

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-8 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

Supplier reacceptance

At least 60 days before the expiry of Supplier Acceptance, suppliers shall send letter, investors, departments delegated to sign contract shall send documents to SQA Division requesting reacceptance.

Based on report of related department on contract implementation, SQA Division review and re-evaluate and reaccept according to this procedure if necessary.

4.5.5.2 Suppliers who are not directly accepted by SQA Division

Supplier acceptance procedure is carried out following 8 steps described in flow chart 4-7.

4.5.5.2.1 Step 1: Request for supplier acceptance

- a) From demand of utility of external service proposed by departments
- b) Applicants send request for supplier acceptance

4.5.5.2.2 Step 2: Supplier rating

In case of level 1 suppliers specified in 4.1, move to step 5.

4.5.5.2.3 Step 3: Collection of documents of supplier

- a) Send evaluation questionnaire to suppliers
- b) Request suppliers to send documents to show their qualification and capability.

4.5.5.2.4 Step 4: Review documents, evaluate qualification and capability of suppliers

- a) According to assigned task, related departments review supplier qualification and capability (specified in 3.9.2).
- b) If necessary, on-site check can be carried out to evaluate supplier's practical capability.

4.5.5.2.5 Step 5: Supplier acceptance/contract approval

- a) After acceptance, related departments negotiate contract with suppliers.
- b) Submit contract to authorized person for approval.

4.5.5.2.6 Step 6: Update Approved Supplier List (ASL)

- a) Update Approved Supplier List (ASL)
- b) Send updated ASL to SQA Division and related divisions, departments
- c) Provide one copy of contract to SQA Division for supplier audit.

	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-9 Issue : 03 Revision : 00 27 Dec 2021
---	--	---

4.5.5.2.7 Step 7: Follow up supplier audit

- a) Divisions/departments using service from suppliers check and follow up service quality frequently according to signed contract
- b) SQA Division periodically audit supplier according to approved audit program.

4.5.5.2.8 Step 8: Retain records

- a) Document about supplier
- b) Result of supplier audit follow up

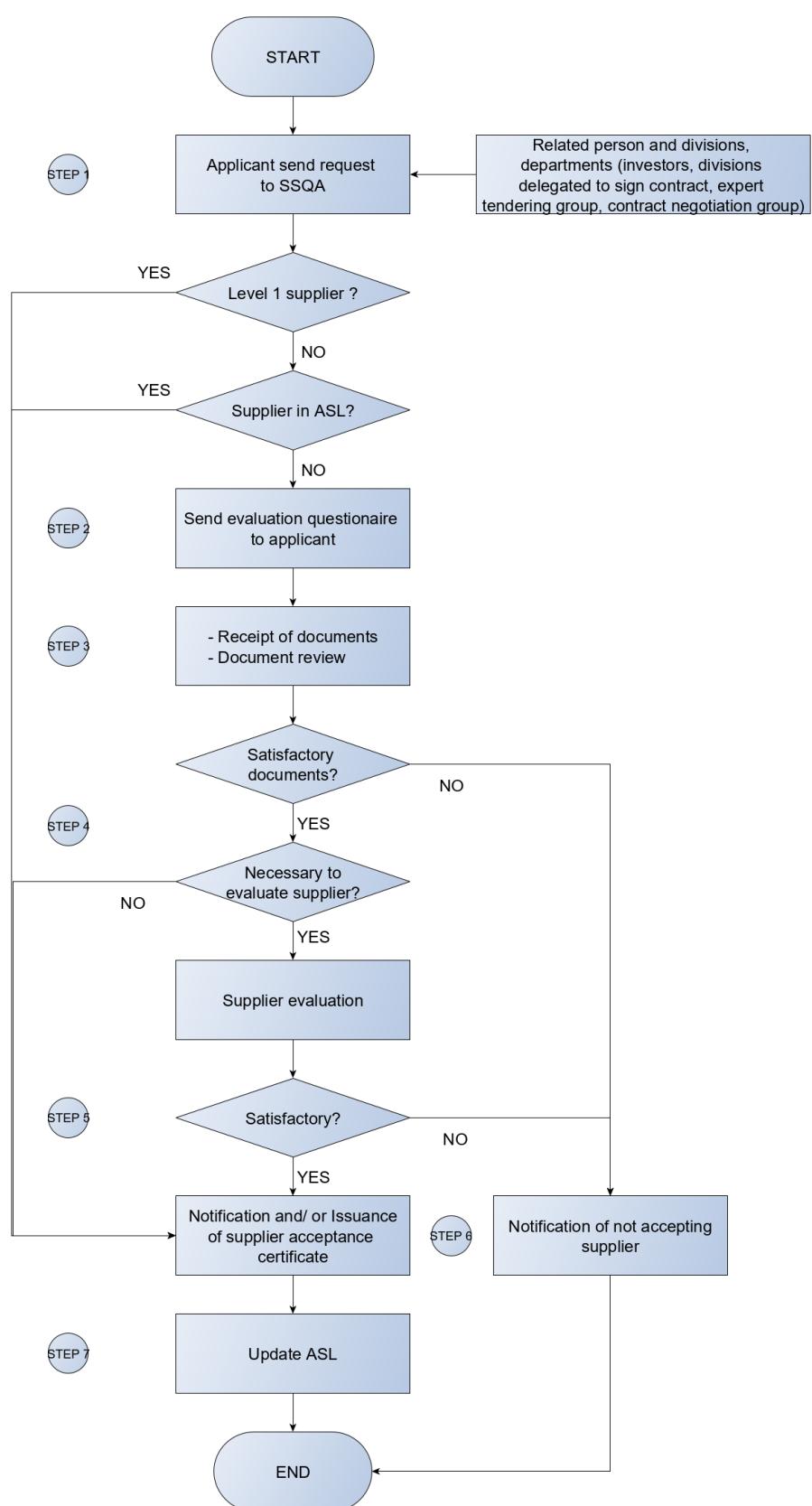


Figure 10. Supplier Approval Procedure

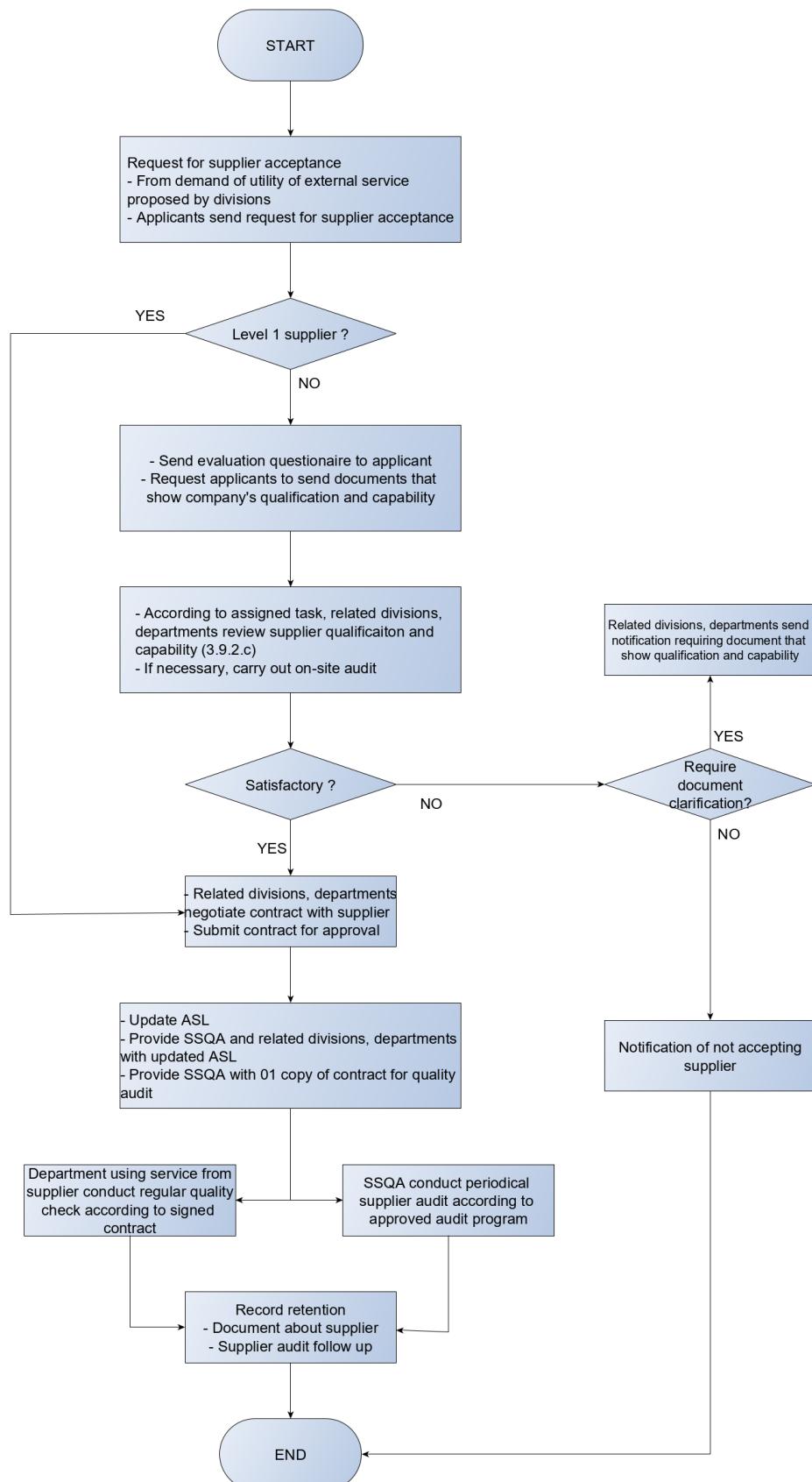


Figure 11. Supplier Acceptance Procedure

 QM	CHAPTER 4 QUALITY PROCEDURE 4.5 SUPPLIER ACCEPTANCE PROCEDURE	4.5-12 Issue : 03 Revision : 00 27 Dec 2021
---	--	--

4.5.6 RECORD RETENTION

The following records are retained for the period of 5 years:

- a) Supplier's records requesting for supplier acceptance;
- b) Supplier Acceptance;
- c) Approved Supplier List.

 QM	CHAPTER 4 QUALITY PROCEDURE 4.6 CREW MEMBER CERTIFICATE MANAGEMENT PROCEDURE	4.6-1 Issue : 03 Revision : 00 27 Dec 2021
--	---	---

4.6 CREW MEMBER CERTIFICATE MANAGEMENT PROCEDURE

4.6.1 PURPOSE

The procedure is to systematize and ensure consistency in controlling CMC related issuing requests (including CMC issuance, renewal, re-issuance, and termination) to CAAV for BAV's crew members as well as controlling CMC within BAV.

4.6.2 SCOPE

This procedure is applied for divisions, departments within BAV related to CMC management procedure including:

- a) Flight Crew Division (FCD)
- b) Cabin Crew Division (CCD)
- c) Human Resources Division (HR Division)
- d) Safety & Quality Assurance Division (SQA Division)

4.6.3 RESPONSIBILITY

- a) Flight Crew Division
 - 1) Managing pilots' profile system;
 - 2) Providing SQA Division necessary pilots information and the list of CMC in order to ensure to meet all requirement of VAR 10.115;
 - 3) Timely providing information and reporting any case in need of CMC issuance, renewal, re- issuance and termination.
- b) Cabin Crew Division
 - 1) Managing flight attendants' profile system;
 - 2) Providing SQA Division necessary flight attendants information and list for CMC in order to ensure to meet all requirement of VAR 10.115;
 - 3) Timely providing information and report any case in need of CMC issuance, renewal, re- issuance, and termination.
- c) Human Resources Division
 - 1) Informing FCD and CCD any case of employment contract termination of CCD and FCD human resources.
- d) Safety & Quality Assurance Division
 - 1) Acting as the contact point to work with CAAV regarding CMC request.
 - 2) Distributing and controlling issued CMC to CCD, FCD after receiving from CAAV.

	CHAPTER 4 QUALITY PROCEDURE 4.6 CREW MEMBER CERTIFICATE MANAGEMENT PROCEDURE	4.6-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- 3) Quarterly reporting to CAAV on CMC.

4.6.4 GENERAL

- a) The CMC was developed as a card for use for identification purposes by crew members, leaving the crew licenses to serve their primary purpose of attesting to the professional qualifications of the flight crew members (item 3.62, Annex 9 to the Convention on International Civil Aviation 15th Edition, October 2017)
- b) CMC issued by CAAV is valid for 36 months from date of issue (VAR Part 10, Appendix 1 to 10.115: Requirements of issuance of crew member certificate)

4.6.5 PROCEDURE

- a) Upon demand, FCD and CCD shall send request of CMC issuance, renewal, re-issued with lists of cabin crew and flight crew as well as photos and necessary information to SQA as Form SQA-F511.
 - 1) Regarding CMC termination, HR Department shall be responsible for informing FCD and CCD any case of employment contract termination of CCD and FCD human resources. Based on that, FCD and CCD shall revoke CMC cards of those who have terminated employment contracts with BAV then handover to SQA and send CMC termination request with lists of cabin crew and flight crew as well as photos and necessary information to SQA as Form SQAF511.
- b) SQA submits official letter regarding CMC issuing request to CAAV for approval and issuance.
 - 1) Within 3 working days after receipt of crew list and the attached documents, CAAV shall review and announce the adequacy and validity of the documents.
 - 2) Within 7 working days after the application is determined to be valid, CAAV shall complete the procedures for issuing crew member certificate for the subjects satisfying the requirements.
 - 3) All CMC issued by CAAV shall be received by SQA. After that, SQA enters the information to monitoring database.
- c) SQA shall handover CMC to FCD and CCD for deployment.
- d) SQA monitors CMC and quarterly report to CAAV.

4.6.6 RECORD RETENTION

CMC issuance requests, official letters to CAAV and Decisions of CAAV are retained for the period of 5 years.

 QM	CHAPTER 4 QUALITY PROCEDURE 4.7 OPEN NEW ROUTES/DESTINATION/AREA	4.7-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.7 OPEN NEW ROUTES/DESTINATION/AREA

4.7.1 PURPOSE

This procedure is to apply for opening new routes according to VAR 12.205

4.7.2 SCOPE

BAV may conduct operations only along such routes and within such areas for which:

- a) Ground facilities and services, including meteorological services, are provided which are adequate for the planned operation;
- b) The performance of the aircraft intended to be used is adequate to comply with minimum flight altitude requirements;
- c) The equipment of the aircraft intended to be used meets the minimum requirements for the planned operation;
- d) Appropriate and current maps and charts are available;
- e) Adequate aerodromes are available with the time/distance limitations.

4.7.3 REFERENCE DOCUMENT

Vietnam Aviation Regulation part 12 (VAR 12.205)

4.7.4 RESPONSIBILITY

This procedure is applied for head of divisions, departments within BAV, who related to Open new routes procedure including:

- a) Flight Operations Postholder is responsible for preparing resources to meet requirements in 4.7.6.2.c-f;
- b) Maintenance Postholder is responsible for preparing resources to meet requirements in 4.7.6.2.h;
- c) Ground Operations Postholder is responsible for preparing resources to meet requirements in 4.7.6.2.g;
- d) Safety Postholder is responsible to gather all the assessment required by CAAV (listed in Checklist for Opening New Route - APPENDIX 4.8.3) and report to CAAV about BAV preparation.
- e) FSQA Manager is responsible to coordinate with FO unit for evaluating of route analysis

4.7.5 DEFINITION

- a) New route/destination/area to be accepted by CAAV:
 - New route/destination/area including domestic and international flights from/to airports that has not been operated by BAV;

- Charter flight with regular operation (1 flight per week) to New route/destination/area
- b) New route to be accepted by SQA:
- The area accepted by CAAV, and
 - New charter flight routes from and to operated airports.

4.7.6 PROCEDURE

4.7.6.1 FOLLOW CHART OF PROCEDURE FOR OPENING NEW ROUTE

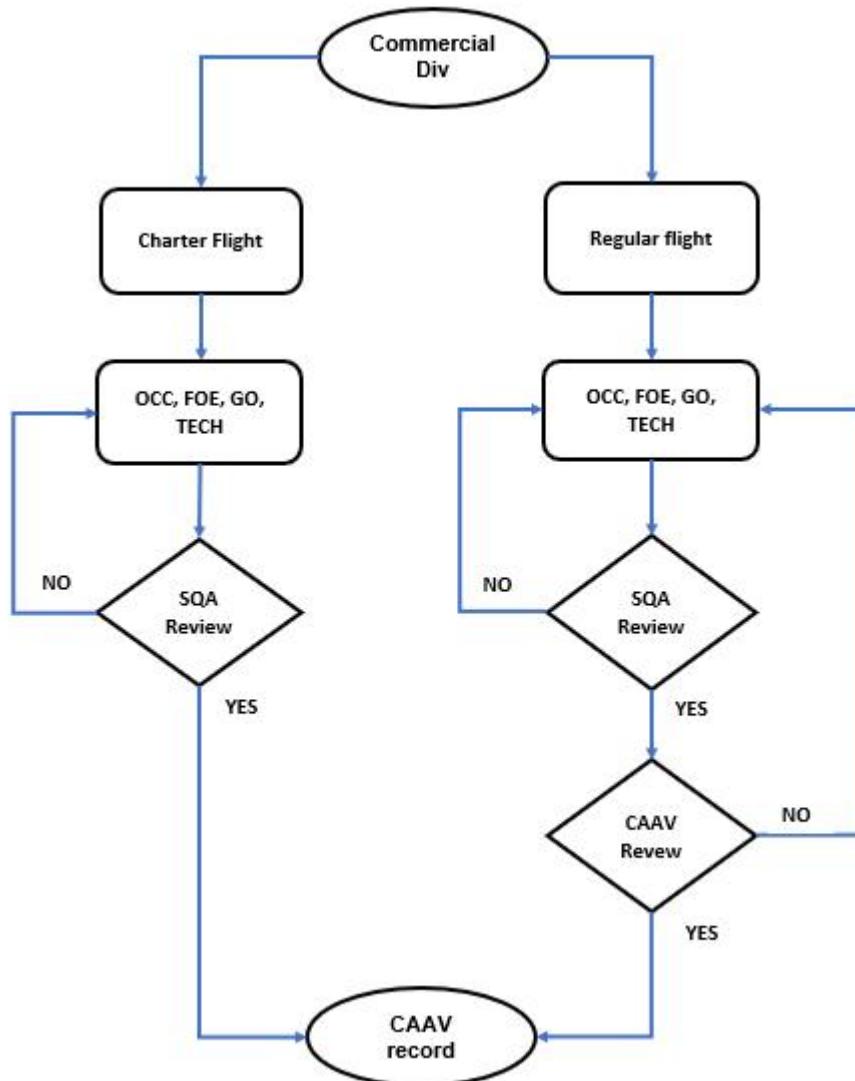


Figure 12. PROCEDURE FOR OPENING NEW ROUTE

4.7.6.2 Procedure

a) Commercial Division

Commercial division will inform plan to operate a new route/destinations/area to SQA, OCC, FCD, CCD, TECH, AMO, GO, Training Center.

	CHAPTER 4 QUALITY PROCEDURE 4.7 OPEN NEW ROUTES/DESTINATION/AREA	4.7-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) Safety, Quality Assurance Division
 - 1) In charge of implementing the process of opening new route(s) and/or new destinations to related units (mention above);
 - 2) Prior to operate to new route/destinations/area, SQA will inform to related units: OCC, FCD, CCD, TECH, AMO, GO, Training Center and responsibilities of each unit is defined in FOM 8.1.11(d);
 - 3) Set the deadline for assessment and collecting all evaluation results;
 - 4) Summary of risk assessments, management of change(s);
 - 5) New charter flight routes from and to operated airports to be accepted by temporary approval of Supplement route manual. New charter flight route which required CAAV approval can be accepted by temporary approval of Route Manual. All collecting data, manual and records to be submitted to CCAV for reporting.
 - 6) New route/destination/area including domestic and international flights from/to airports that has not been operated to by BAV is requested to approve by CAAV. SQA coordinate with CAAV to approve related manuals, or new types of operation (if any).
 - 7) All collecting data, manual and records to be submitted to CCAV for reporting and approval.
 - 8) After the new route/destination/area flights, SQA will conduct a review of the implementation results, evaluate the incompleteness, and make recommendations. Implementation of these recommendations must be made before the next flight.
- c) Operations Control Center
 - 1) Provide Ground facilities, Services, meteorological services; airport assessment for departing/ arriving destinations as well as en-route alternates.
 - 2) Evidences to show the operating aircrafts meet the minimum requirements
 - 3) Evidences to show Risk assessment for new route.
 - 4) Evidences of latest route/map.
 - 5) Revise Route manual and/or Supplement route manual and/or related manuals (if required);
 - 6) Evidences of navigation database, obstacle data for the proposed operated aircraft

	CHAPTER 4 QUALITY PROCEDURE 4.7 OPEN NEW ROUTES/DESTINATION/AREA	4.7-4 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- 7) Make sure the route assessment is checked and approved under the direction of FO Postholder;
- 8) Ensure suitable manpower is qualified.
- d) Emergency Response Center.
Ensure the implementation of emergency coordination, plan at new airports
- e) Flight Crew Division
 - 1) Provide sufficient qualified flight crew for operations
 - 2) Provide suitable training record (If any).
- f) Cabin Crew Division.
 - 1) Provide sufficient qualified cabin crew for operations
 - 2) Provide suitable training record (If any)
 - 3) Provide guidances about state regulation, custom, tax,...
- g) Ground Operations
 - 1) Evidences of training for ground services (loading, load control, loadmaster)
 - 2) Contract between BAV and GHA must be reviewed and accepted IAW AC 12-006.
 - 3) Ensure the resources of the qualified ground service staff are in accordance with ground operation including but not limited to load control, loading services,..
- h) Technical Division.
 - 1) Ensure aircraft airworthiness and complying with special operation requirements (according to BAV's Operation Specifications and OCC's assessments).
 - 2) Ensure infrastructure and technical/maintainence services.
 - 3) Ensure suitable manpower is qualified
- i) Training Center
Issue training syllabus/ training program/ guidance comply with airport/route assessment
- j) Security Department.
Airport security program at destination airport.

Based on records from relevant departments, SQA will conduct a review based on checklist of 13 items (APPENDIX 4.8.3) and submit to CAAV to record and/or approval.

	CHAPTER 4 QUALITY PROCEDURE 4.8 APPENDIX	4.8-1 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

4.8 APPENDIX

4.8.1 Requirements for Flight Crew Provider

4.8.1.1 General requirements for Flight Crew Provider:

- a) Compliance with regulations of local country, where the organization registration.
- b) Effectively organize and management system, experienced staff in selected and provide flight crew for airlines.
- c) Company's establishment certificate, Registration Certificate proving legal status of the company.
- d) Ensure resources (personnel, finance, facilities, equipments, infrastructure) to ensure the development of the company and implementation of recruitment and provide flight crew.
- e) There are management systems to ensure selection, coordination with airlines in the management of the flight crew (the working procedures: recruitment flight crew, checking diplomas, certificates and records, which provided by the flight crew, the coordination procedure with Airlines to manage flight crew, procedure for).
- f) At least 5 years' experience in the field of aviation employers, in which at least 2 years working experience in the recruitment, providing flight crew for Airlines.
- g) Flight Crew Provider must be evaluated, approval and issued Acceptance Certificate/ Official Letter by SQA Division. Evaluation/ audit interval is 12 months.

4.8.1.2 The specific requirements:

4.8.1.2.1 Requirements for legal status of the Provider:

- a) Providers must have a Certificate of Business Registration with the appropriate registration fields for provide flight crew type.
- b) Certified legal capital of agencies and organizations authorized for partnership business lines that prescribed by law, the legal capital or audit reports to ensure validity function financial implementation of the project.

4.8.1.2.2 Requirements for the organization, managements system:

- a) Providers must have an effective management system, with continuity throughout the organization, ensuring to control all of the business operation and it is described in a company Manual.
- b) Providers must specify the organization chart of companies, responsibilities of each section and staff in the organization.

	CHAPTER 4 QUALITY PROCEDURE 4.8 APPENDIX	4.8-2 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- c) Providers must have a storage system for records of flight crew and company employees.

4.8.1.2.3 Resources for development:

- a) Providers must appoint a legal representative of company, has responsibility for entire operation of the management system, providing flight crew.
- b) Staff have professional qualifications, experience in business management, providing flight crew, knowledge of employment about standards, pilot training and other requirements described in the company's Manual.
- c) Infrastructure: The head office of the company must be specified include: address, telephone number, fax number and email address (if any) and other equipment for management and administration, providing flight crew.

4.8.1.2.4 Documents system Requirements:

- a) Flight crew Providers must ensure all related regulations and manuals (inside and outside, regulations and procedures) are available related staff for reference and use.
- b) Provider must have selection procedure, pilots record checking procedure, flight crew management procedures.
- c) Providers must have policy, procedures, document to handle cases disciplinary flight crew, replace when flight crew terminate the contract before the deadline or not meet health requirements.

4.8.1.3 Requirements for flight crew:

- a) For Providers, who provide basic training Pilots: The pilots is provided must to comply with the requirements specified in FOTM (to be determined).
- b) For Providers, who provide pilots with type training (no experience): The pilots are provided must to comply with the requirements for type training and completed of all the SIM training, online training, which defined in FOTM (to be determined).
- c) For Provider, who provide commercial pilots (with experienced): The Pilots are provided must to comply with the requirements for conversion operators Pilot in 3.13.2 FOTM.

4.8.2 Requirements for Flight Training Organization (FTO)

- a) FTO ensure to compliance with legal regulations of the local country, where the organization registered pilot training activities. FTO must have business registration certificate issued by the competent management of the host country.

	CHAPTER 4 QUALITY PROCEDURE 4.8 APPENDIX	4.8-3 Issue : 03 Revision : 00 27 Dec 2021
---	---	---

- b) All of the FTO for basic pilot training must be approved by CAAV comply with VARs section 7 and section 9 and have a valid certificate with the appropriated rating.
- c) FTO for basic pilot training must be approved by the National Aviation Authorities and/or EASA/FAA/CASA-Part 61.
- d) The training devices must be Tested and Certified by the National Aviation Authorities.
- e) FTO for basic pilot training must provide the documents such as Organization Exposition/Quality Manual or equivalent documents in that clearly state capability of FTO.
- f) FTO for basic pilot training must meet all the requirements of BAV and have pilot training program to comply with the training policy of Bamboo Airways.

 QM	CHAPTER 4 QUALITY PROCEDURE 4.8 APPENDIX	4.8-4 Issue : 03 Revision : 00 27 Dec 2021
--	---	---

4.8.3 Checklist for opening new route (requirement from CAAV)

ITEM	Discipline	YES/NO	REMARK
1. Cung cấp bằng chứng đánh giá các cơ sở mặt đất và dịch vụ, kể cả dịch vụ về khí tượng, được cung cấp một cách đầy đủ cho hoạt động khai thác bay theo kế hoạch; <i>Provide Ground facilities, Services, meteorological services; airport assessment for departing/ arriving destinations as well as enroute alternates</i>	OCC-FOE		Airport assessment
2. Cung cấp bằng chứng đánh giá tính năng của tàu bay dự định sử dụng tuân thủ các yêu cầu tối thiểu về độ cao bay; <i>Evidences to show the operating aircrafts meet the minimum requirements</i>	OCC-FOE		- Aircraft perf chart/ AIP - Terminal chart - Enroute chart
3. Cung cấp bằng chứng thực hiện đánh giá rủi ro, đánh giá, quản lý thay đổi khi khai thác đường bay mới và sân bay mới đưa vào khai thác. <i>Risk assessment for new route</i>	OCC-FOE		Route assessment
4. Cung cấp bằng chứng đầy đủ bản đồ và bảng biểu hiện hành phù hợp; <i>Evidences of latest route/map</i>	OCC-FOE		- Jeppesen Terminal chart - Jeppesen Enroute chart
5. Tài liệu Route Manual phải được Cục HKVN đánh giá phê chuẩn theo quy định <i>Route manual must be reviewed and approved</i>	OCC-FOE		- Supplement RM
6. Cung cấp bằng chứng về việc dữ liệu dẫn đường, dữ liệu địa hình ... được cập nhật trên loại tàu bay dự định khai thác sân bay khai thác tới. <i>Evidences of navigation database, obstacle data for the proposed operated aircraft</i>	OCC-FOE		NAVDB Obstacle data with Navblue
7. Cung cấp bằng chứng triển khai phối hợp khẩn nguy tại sân bay khai thác tới. <i>Evidence for Emergency response at destination airport</i>	OCC		
8. Cung cấp bằng chứng huấn luyện cho tổ lái và các thành phần liên quan về đường bay và sân bay mới	OCC, FCD		Briefing content

 QM	CHAPTER 4 QUALITY PROCEDURE 4.8 APPENDIX	4.8-5 Issue : 03 Revision : 00 27 Dec 2021
--	---	---

<i>Evidences of training for flight crew and related staff about new route and new airport</i>			
9. Cung bằng chứng huấn luyện về các quy trình phục vụ mặt đất (Chất xếp, làm tải, load control...)	GO		
<i>Evidences of training for ground services (loading, load control, loadmaster)</i>			
10. Hợp đồng các nhà cung cấp dịch vụ mặt đất phải được Cục HKVN đánh giá và chấp thuận theo AC 12-006	GO, DTMS		
<i>Contract between BAV and GHA must be reviewed and accepted IAW AC 12-006</i>			
11. Cung cấp bằng chứng việc triển khai bảo dưỡng tại sân bay khai thác tới.	KT		Agreement
<i>Evidence for maintenance deployment at destination airport</i>			
12. Chương trình An ninh sân bay	SEC		
<i>Airport security program at destination airport</i>			
13. Đánh giá tổng thể và báo cáo Cục HKVN	SQA		Report
<i>Overall assessment and report to CAAV</i>			