



FOCA GM/INFO

Guidance **M**aterial / **I**NFORMATION

Air Operator Certificate AOC - First Certification

This guidance material gives information on how operators get an Air Operator Certificate to provide commercial air transport.



Scope	Guidance for operators to get an AOC to provide commercial air transport
Who is concerned	AOC Applicantes
valid from	2016-04-01
Purpose	for guidance / information

Document Reference	COO.2207.111.4.2078942
Registration No.	BAZL / 311.120.1-00001/00003/00012
Prepared by	Thomas Maurer, SBOC
Released by	SB AFS 2016-04-12
Distribution	Internal/External

LEFT BLANK

Log of Revision (LoR)

Date	Issue	Revision	Highlight of Revision
01.04.2016	2	0	New Issue, Implementation of Commission Regulation (EU) No 965/2012 and related EASA Decisions (AMC & GM and CS-FTL.1)
01.04.2016	2	0	Change of name convention for management personnel

List of Effective Pages

Page	ISS/REV	Date
CP	2/0	01.04.2016
ADMIN	2/0	01.04.2016
ToC 1	2/0	01.04.2016
ABB 1	2/0	01.04.2016
1	2/0	01.04.2016
2	2/0	01.04.2016
3	2/0	01.04.2016
4	2/0	01.04.2016
5	2/0	01.04.2016
6	2/0	01.04.2016
7	2/0	01.04.2016
8	2/0	01.04.2016
9	2/0	01.04.2016
10	2/0	01.04.2016
11	2/0	01.04.2016
12	2/0	01.04.2016
13	2/0	01.04.2016
14	2/0	01.04.2016
15	2/0	01.04.2016
16	2/0	01.04.2016
17	2/0	01.04.2016
18	2/0	01.04.2016

LEFT BLANK

Table of Contents (ToC)

GM 0	Introduction	1
0.1.	Purpose of this GM/INFO	1
0.2.	Related Regulations	1
0.3.	Related Material and Documents	1
0.4.	Background.....	1
0.5.	Terms and Conditions	3
GM 1	Pre-certification Phase	4
GM 2	Formal Application Phase	7
GM 3	Document Evaluation Phase	8
GM 4	Demonstration and Inspection Phase	9
GM 5	Final Certification Phase	10
GM 6	Costs and Time Schedule	11
GM 7	Appendices	12
7.1.	Appendix 1 – Check list before Pre-certification phase	12
7.2.	Appendix 2 – Check list Formal Application Phase.....	13
7.3.	Appendix 3 – Regulations, Documents, Homepage addresses	14
7.4.	Appendix 5 – Flow Charts (The 5 Phases Certification Process)	16

LEFT BLANK

List of Abbreviations

The following abbreviations are within this Administrative Guidance Material:

Abbreviation	Definition
AEA	Association of European Airlines
AGL	Administrative Guidance Leaflet
AMC	Acceptable Means of Compliance
AOC	Air Operator Certificate
ATA	Air Transport Association
CAA	Civil Aviation Authority
EASA	European Aviation Safety Agency
ECAC	European Civil Aviation Conference
FAA	Federal Aviation Administration
FOCA	Federal Office of Civil Aviation
FSF	Flight Safety Foundation
GM/INFO	Guidance Material / Information
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
LoR	Log of Revision
NAA	National Aviation Authority
NPA	Notices of Proposed Amendments
OD	Operational Directives
PM	Project Manager

LEFT BLANK

GM 0 Introduction

All Guidance Material / Information (GM/INFO) are intended to assist the organisation/operator in administrative matters. The administrative requirements and processes will facilitate liaising with the Federal Office of Civil Aviation (FOCA). It is to be considered a tool for the organisation/operator in order to ease processes of obtaining required and defined approvals and authorisations issued by the Federal Office of Civil Aviation (FOCA). Using the GM/INFO will be conducive to establishing compliance with FOCA requirements and will lead through the respective certification or variation process in regard to administrative tasks.

0.1. Purpose of this GM/INFO

This Guidance Material / Information (GM/INFO) describes the process of applying for and obtaining an Air Operator Certificate (AOC) to conduct commercial air transport operations under the Commission Regulation (EU) No 965/2012. The certification process may appear to be a complex undertaking, particularly to a “first-time” operator. This GM/INFO provides basic information applicable to the certification process.

There are various methods acceptable for the purpose of establishing Operations Manuals. This GM/INFO does not deal with these possible methods but will assist the applicant in completing the “five phase certification process” with minimal delays and complications. Additional information will be found in the related documentation as referenced under paragraph 2 and 3 below.

0.2. Related Regulations

Appendix 4 shows a list of related regulations applicable to the AOC first certification process.

0.3. Related Material and Documents

For certain areas (e.g. some subchapters of Operations Manuals) FOCA publishes additional Guidance Material, Guidance Leaflets, Certification Leaflets or sample chapters. These documents provide more information for specific subjects.

In addition FOCA publishes Operational Directives (OD) for particular areas of published regulations in order to clarify or define the relevant issues in more detail where required.

0.4. Background

To conduct Commercial Air Transport Operations under Swiss and Council Regulations (EEC) 1008/2008, an operator must be a citizen as defined in the Aviation Law (to be confirmed with form 54.045). The FOCA recognises the responsibility of Commercial Air Transport Operators to provide air transportation with the highest possible degree of safety in the public interest. The certification process is designed to ensure that prospective AOC holders understand and are capable of fulfilling this duty. When satisfactorily completed, the certification process should ensure that the operator is able to comply with the Swiss Aviation Law, FOCA regulations, and the international standards pertaining to the operation of aircraft as published in relevant ANNEXES to the convention on international civil aviation organisation (ICAO).

There are five phases in the air operator certification process defined. Each phase is described in sufficient detail to provide a general understanding of the entire certification process. The five phases are:

- (1) Pre-application**
- (2) Formal Application**
- (3) Document Evaluation**
- (4) Inspection and Demonstration**
- (5) Certification**

In some cases, the guidance and suggested sequence of events in this GM/INFO may not be entirely appropriate. In such situations, the FOCA and the operator should proceed in a manner that considers existing conditions and circumstances. The operator, however, should not expect to be certificated until the FOCA is assured that the Swiss aviation law, its Civil Aviation Regulations and the applicable EU regulations will be complied with in an appropriate and continuing manner.

The five phases are to be seen as steps. In order to continue the certification process, the previous phase shall be completed. Therefore no continuation of the certification process will be undertaken if not all points, articles and individual tasks are completed in the previous certification phase.

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Pre-Application Phase	Formal Application Phase	Document Evaluation Phase	Inspection and Demonstration Phase	Certification Phase

The Guidance Material / Information (GM/INFO) has been written to give an overview about the Air Operator Certificate (AOC) 5 phase certification process in general. The 5 phase certification process is a standard published by the International Civil Aviation Organisation (ICAO) and known by the Federal Aviation Administration (FAA). Each phase must be completed before starting the next one.

An application for an AOC is a time consuming and expensive work. This work is very often underestimated. The Federal Office for Civil Aviation (FOCA) accepts an AOC application by Commission Regulation (EU) No 965/2012 standards only. All application forms must be duly signed by the people requested in original, electronic signature are not yet accepted.

The project may be delayed because of other applications already in progress or due to the quality of the submissions or missing parts. Even if one of the proposed nominated person has missed the necessary score in the assessment, a project could get further delay until all management personnel has been accepted.

If an applicant has the need for further information, please write to the following address:

Federal Office for Civil Aviation
Operations of complex airplanes
P.O. Box 41, CH-8058 Zurich-Airport

email: sboc@bazl.admin.ch

0.5. Terms and Conditions

When used throughout the Administrative Guidance Leaflet the following terms shall have the meaning as defined below:

Term	Meaning	Reference
<i>shall, must, will</i>	These terms express an obligation, a positive command.	EC English Style Guide: Ch. 7.19
<i>may</i>	This term expresses a positive permission.	EC English Style Guide: Ch. 7.21
<i>shall not, will not</i>	These terms express an obligation, a negative command.	EC English Style Guide: Ch. 7.20
<i>may not, must not</i>	These terms express a prohibition.	EC English Style Guide: Ch. 7.20
<i>need not</i>	This term expresses a negative permission.	EC English Style Guide: Ch. 7.22
<i>should</i>	This term expresses an obligation when an acceptable means of compliance should be applied .	EASA Acceptable Means of Compliance publications FOCA policies and requirements
<i>could</i>	This term expresses a possibility.	http://oxforddictionaries.com/definition/english/could
<i>ideally</i>	This term expresses a best possible means of compliance and/or best experienced industry practice.	FOCA recommendation

Note: To highlight an information or editorial note, a specific note box is used.

- The use of the male gender should be understood to include male and female persons.

GM 1 Pre-certification Phase

The operator is informed by the FOCA to acquire the required information through the official website in order to follow the available guidance material. If the prospective operator intends to proceed with certification, FOCA Form 44.20 and EASA Form Four related to the intended management functions (e.g. Nominated Persons) shall be mailed to the applicant or downloaded by the applicant from the official FOCA website. An instruction for completion of the Form 44.20 is to be found on separate publication. The Form 44.20 and all EASA Form Four should be completed, signed by the prospective operator, and returned to FOCA Certification. Additionally the operator will submit the business plan, the documents for proof of financial background and sufficient cash flow, the plan of intended infrastructure, a presentation of the network and a written statement of fulfilling the required legal matters.

The Commission Regulation (EU) No 965/2012 (ORO.GEN.130, ORO.GEN.135 and ORO.GEN.135(a)) establishes basic management positions and the minimum qualifications for air operators proposing to conduct commercial air transportation operations. Individuals assigned to the required management positions / functions are expected to have a thorough knowledge of the national and international regulations, operating provisions. This attachment (EASA Form Four) must contain resumes of the qualifications, licenses (including license numbers), ratings, and aviation experience / education for each of the following positions (CV), or their equivalent:

- Accountable Manager (ACM)
- Compliance Monitoring Manager (CMM)
- Safety Monitoring Manager (SMM)
- Nominated Person Flight Operations (NP FO)
- Nominated Person Ground Operations (NP GO)
- Nominated Person Crew Training (NP CT)
- Post Holder Continuing Airworthiness (PCA)
- Deputy Accountable Manager (DACM)
- Deputy Compliance Monitoring Manager (DCMM)
- Deputy Nominated Person Flight Operations (DPFO)
- Deputy Nominated Person Ground Operations (DPGO)
- Deputy Nominated Person Crew Training (DPCT)
- Deputy Post Holder Continuing Airworthiness (DPCA)

FOCA personnel will review the Form 44.20, Form 4, CV and all other submitted documents. If the information is incomplete or erroneous, the forms will be returned to the prospective operator with the reasons for its return. If the information is complete and acceptable, the FOCA will invite the Nominated Person and deputy Nominated Person candidates to the next available assessment session, where the candidates will undergo the assessment process.

The FOCA will evaluate the financial background of the operator and its legal aspect, will assess the operator's business plan and evaluate the availability of the necessary infrastructure and logistic.

Note: Only after all the above mentioned pre-requisites are met and found acceptable, continuation of this process will be granted.

The purpose of the pre-application meeting is to confirm the information on the Form 44.20 and to provide critical certification information to the applicant. It is imperative that the operator's Accountable Manager and accepted Nominated Persons and deputy Nominated Persons attend the pre-application meeting and be prepared to discuss in general terms the plans and specific aspects of

the proposed operation. Many problems can be avoided by discussing all aspects of the proposed operation and the specific requirements, which must be met to be certificated as an air operator.

It is important to establish good working relationships and clear understandings between the FOCA and the operator's representatives. The FOCA recognises that a wide range of capabilities and expertise exists among operators. This background experience will be considered by the FOCA and adjusted to during these initial meetings.

- (1) To help promote understanding throughout the certification process, an application information package will be provided when requested or latest at the pre-application meeting.

The Commission Regulation (EU) No 965/2012 specifies that an application for an AOC shall be made in a form and manner acceptable to the Authority; and containing any information the Authority requires the applicant to submit. It is important to understand the minimum documentation necessary to be considered acceptable for a formal application. Formal application must be made on a form provided by the Authority (44.20) and by a letter requesting certification as an air operator. The Accountable Manager must sign the form and letter. The submitted letter should include a statement that the letter serves as formal application for an Air Operator Certificate.

Schedule of Events / Implementation Schedule: The schedule of events is a key document that lists items, activities, programs, and aircraft and/or facility acquisitions that must be accomplished or made ready for the FOCA's inspection before certification. It should include dates when the crewmembers will start company indoctrination procedures and/or training. In addition, the schedule of events should include dates when maintenance personnel training will start; when maintenance facilities will be ready for the FOCA's inspection; when each of the required manuals will be available for evaluation; when aircraft will be ready for inspection; when terminal facilities will be ready for inspection and demonstration flights are planned to be performed. These estimated dates must be logical in terms of sequence. For example, the estimated date for crewmember basic company procedures indoctrination ground training to begin should be after the date that sections of the company manuals pertinent to crewmember performance will be completed and submitted. The temporary time schedule shows the operator's intention of time management. Nevertheless a definite implementation schedule which will replace the temporary schedule will be adapted and agreed later during the formal application phase in relation to realistic time management and available human resources. The definite implementation schedule is subject to acceptance by the FOCA project manager PM and is then the agreed document during the entire certification process.

Operations Manuals System: These manuals, which have to be issued in separate parts for specific users, contain policies, instructions, information and duties and responsibilities, for the safe operation and airworthy aeroplanes. The entire manual system shall be completely developed at the time of formal application.

It is recognised that aircraft acquisition, facility and subcontractor arrangements and certain training and checking program elements may not be fully developed at the time of formal application. However, the Operations Manual Part D, Training, established in accordance with the decided Training Concept must be completed to the maximum extent as possible. The company initial training and checking curriculum portion of the OM-D must be attached to the formal application letter.

Documents of Purchase, Leases, Contracts, and/or Letters of Intent: These attachments should provide evidence that the operator is in the process of actively procuring aircraft, facilities, and services appropriate to the type of operation proposed. If formal contracts are not completed, letters or other documents showing preliminary agreements or intent will suffice until such date as determined by the Authority.

- Aircraft
- Station facilities and services
- Weather gathering facilities and services
- Communications facilities and services
- Maintenance facilities and services
- Maintenance contractual arrangements
- Aeronautical charts and related publications
- Aerodrome analysis and obstruction data
- Aircraft take off and landing performance tables related to individual runways.
- Contract training and training facilities

Compliance List: This listing contains all applicable articles and paragraphs of the Commission Regulation (EU) No 965/2012, where the Operator states that he is compliant with the respective requirement. Additionally the list indicates the chapters and/or subchapters within the Operations Manual System, where the appropriate compliance is described. The fully completed list of compliance ensures each applicable regulatory requirement has been adequately addressed in the appropriate manuals, programs, and/or procedures. Furthermore on the OM compliance list, where applicable, formal acceptance and approvals are included.

The head of section Certification Flight Operations defines, a project manager (PM) who will lead the mentioned project and guide the operator through the whole certification process.

GM 2 Formal Application Phase

The formal application shall be submitted to FOCA as early as possible.

The FOCA will review the application to determine that it contains the required information, documents and attachments. If there are omissions or errors, the formal application and all attachments will be returned with a letter outlining the reasons for its return. If the operator has a good understanding of the requirements, the formal application should be of sufficient quality to allow any omission, deficiency, or open question to be resolved during the formal application meeting.

The Operator's Accountable Manager, Compliance Monitoring Manager, Nominated Person and Deputy Nominated Person personnel shall attend the formal application meeting. The purpose of the meeting is to present the project manager, delegated inspectors, experts and specialists and to discuss the formal application and resolve omissions, deficiencies, or answer questions from either party. For example, this meeting may be used to resolve questions concerning the applicant's package or scheduling date conflicts, or to ensure the applicant understands the certification process. This meeting should also be used to reinforce open communication and working relationships.

If the formal application meeting is successful, the operator is provided with a letter acknowledging receipt and acceptance of the package by the project manager or head of section. The FOCA's acceptance of a formal application does not constitute approval or acceptance of individual attachments.

GM 3 Document Evaluation Phase

After the formal application has been accepted, FOCA inspectors will begin a detailed evaluation of all submitted manuals, forms and documents. Inspection of the Operations Manual System may, depending on the size of operation, be done on the whole manual or on different parts at different times with different experts. The FOCA will endeavour to complete these evaluations in accordance with the agreed schedule of events. If a manual or document is incomplete or deficient, or if non-compliance with the regulations or safe operating practices is detected, the manual or document will be returned for corrective action. If the manuals and documents are satisfactory, the content and the structure will be accepted, as required. Formal acceptance and approval will be granted on specific documentation and will be effective only after the operator has received the respective documentation, signed by the FOCA and in accordance with the effective date. Nevertheless the responsibility of all documented and published contents of any company manual or document remains with the nominated Accountable Manager and the accepted Nominated Persons and their Deputies.

Document Evaluation Phase is completed with the formal acceptance of the content and structure of the Operations Manual System, issued on different documents. The initial document compliance statement is the prerequisite to continue to the Inspection and Demonstration Phase.

GM 4 Demonstration and Inspection Phase

Prior conducting the Inspection and Demonstration Phase, it is expected, that the applicant for an AOC has implemented all the procedures and operating practices as described in the Operations Manual System and that the Quality System has successfully reviewed all different fields of operation by the means of audits and inspections ICAO & EU regulations require an operator to demonstrate its ability to comply with regulations and safe operating practices before beginning actual revenue operations. These demonstrations include actual performance of activities and/or operations while being observed by FOCA inspectors. This includes on-site evaluations of aircraft maintenance equipment and support facilities. During these demonstrations and inspections, the FOCA evaluates the effectiveness of the policies, methods, procedures, and instructions as described in the operator's manuals and other documents. Emphasis is placed on the operator's management effectiveness during this phase. Deficiencies will be brought to the attention of the operator and corrective action must be taken before entering the certification phase.

Although the document evaluation and the demonstration and inspection phases have been discussed separately in this AGM, these phases may overlap in the training aspect, or may be accomplished simultaneously in actual practice. The following list provides examples of the type of items which are evaluated during the inspection and demonstration phase.

- Compliance Monitoring System
- Facilities and Infrastructure
- Training and checking (classroom, simulators, aircraft, flight and ground personnel training).
- Operational control and supervision
- Flight Dispatch
- Company communications procedures
- Station facilities (equipment, procedures, personnel, fuelling/defuelling, de-icing, technical data).
- Document control (control, analysis and storage of records, flight documents, additional information and data).
- CPM Contract Procedure Manual
- Maintenance Program / Maintenance Contract
- CAME – Continuing Airworthiness Maintenance Exposition
- The effectiveness of Emergency Response

Complete Demonstration Flights. Includes full-scale simulation of revenue operations to demonstrate the ability to operate independently, safely, and in compliance with all applicable the Commission Regulation (EU) No 965/2012, including diversions and/or landing on route for abnormal and emergency situations.

Note: An applicant for an air operator certificate (AOC) may concurrently seek FOCA approval of its maintenance organisation (EASA Part-145). The applicant needs to co-ordinate the progress of both certification projects. Both certification projects must be in the Inspection and Demonstration Phase at the same time. This is because the Demonstration Flights require the applicant to demonstrate to the FOCA all proposed flight and ground operations.

GM 5 Final Certification Phase

When corrective actions out of findings given by the demonstration and inspection phase are completed and closed, the FOCA will issue the final compliance statement and prepare Subpart G approval and the Air Operator Certificate (AOC). The operations are then specified, listed and approved within the operations specification document (AOC OPS SPECS). The head of section signs the Subpart G approval and the AOC and produces thereafter the operating licence with its limitations for the applicant.

The certificate holder is responsible for continued compliance with regulations according his authorisations, limitations, and specifications. The process for changes, variations or amending of specifications is similar to the certification process. The FOCA is responsible for conducting periodic inspections and audits of the certificate holder's operation to ensure continued compliance with the regulations, safe operating practices and airworthy aeroplanes. Nevertheless the compliance with all laws and regulation remains at all times with the operator.

GM 6 Costs and Time Schedule

A complete certification process is time consuming for the applicant and the authority. The costs and the time schedule vary very much on the quality of the submitted manuals and the resource available with the FOCA. According to the Swiss Aviation Decree for Charges (SR 748.112.11), paragraph 6, article 39 ff indicates a maximal charge of CHF 250'000 for the first issue of an AOC. Additional maximal costs of CHF 20'000 will arise from the first issue of an operating licence and from the Continuing Airworthiness Management Organisation Section a maximum amount of CHF 50'000 will be charged. The Airworthiness Section will charge for the technical evaluation and the registry of the aircraft a separate amount. From the experience in the industry the work for a first certification of the operational part the amount of 600 working hours must be calculated.

A first estimate for the time schedule might be possible after the cursory review at the beginning of the Formal Application Phase. At this point a first estimate about the time schedule and costs might be possible. Intermediate payments on a monthly basis will be invoiced to the applicant.

GM 7 Appendices

7.1. Appendix 1 – Check list before Pre-certification phase

Checklist, to-do before Pre-certification phase or at the beginning of the Formal Application Phase

- Form 49.05 (application for an operating license)**
- Leasing contracts or letter of intend for all aircraft**
- Proof of own crew members**
- Tenancy (lease) agreement for office space for the Nominated Person Flight Operations**
- Business plan over 2 years**
- Business plan over the first 3 months of operation without income**
- Certificate for passenger legal liability insurance and third party legal liability**
- Application for foreign ownership (aircraft) according to article 3, paragraph 2 of the Swiss aviation decree (SR 748.01)**
- Form 54.045 proof of Swiss or European character of the company**
- Copy from the chamber of commerce with the appropriate signature rights**
- Statute (including the purpose of the company → commercial air operation)**
- Opening balance sheet**
- Copy from the shareholder book (list of shareholders)**
- Form 44.20 (application for AOC & EASA Part M, Subpart G approval (CAMO))**
- EASA Form Four**
- Airworthiness Operation Specification Application Complex Aircraft (former Form 44.16/17)**

7.2. Appendix 2 – Check list Formal Application Phase

- Proposed Revision / Amendment Form (PRA) for each and individual Manual
- OM-A
- Organisation Monitoring Manual (OMM)
- OM-B for each type of aircraft (according to cover page OM-B document evaluating)
- OM-C
- OM-D
- Compliance List (CL)
- CSPM – Cabin Safety Procedure Manual (incl. Safety on Board Card), if applicable
- MEL – Minimum Equipment List
- OPS Subpart K & L
- EASA 26
- Security Program
- Dangerous Goods
- CAME – Continuing Airworthiness Management Exposition
- Maintenance Contract
- Maintenance Procedure Manual
- Aeroplane Technical Log (Tech Log)
- Maintenance Program
- Reliability Program
- Application for PBN (RNAV incl. RNP, etc.)
- Application for ETOPS, if applicable
- Application for RVSM, if applicable
- Application for MNPS, if applicable
- Application for AWO incl. LVTO, if applicable
- Application for Steep Approaches, if applicable
- Application for Electronic Flight Bag (EFB)
- Application for FANS (e.g. CPDLC, ADS-B, operational credits like HUD, etc.)
- OPS Implementation Schedule
- Ground Handling Manual, if applicable
- Application for CMC (Crew Member Certificate) Form 44.22
- Application for ICAO Code and Call sign Form 44.21
- Application for route licenses, if applicable
- Schedule plan, if applicable
- Air Fare plan, if applicable
- Aeroplane List, type of aircraft, registration, serial number, homebase, passenger seating capacity

7.3. Appendix 3 – Regulations, Documents, Homepage addresses

Regulation	Document	Language		
		DE	FR	EN
748.0	Swiss Aviation Law (Luftfahrtrecht)	DE	FR	EN
148.01	Swiss Aviation Decree (Luftfahrtverordnung)	DE	FR	EN
748.112.11	Swiss Aviation Decree for Charges (Verordnung über die Gebühren)	DE	FR	EN
EASA OPS	Commission Regulation (EU) No 965/2012			EN
EASA STD				
EASA NPA's				EN
EASA-21				
EASA-23				
EASA-25				
EASA-26				
EASA-145				
ICAO Annex 1	Personnel Licensing			
ICAO Annex 2	Rules of the Air			
ICAO Annex 6	Operation of Aircraft			
ICAO Annex 8	Airworthiness of Aircraft			
ICAO Annex 10	Air Traffic Services			
ICAO Annex 11	Telecommunications			
ICAO Annex 12	Search and Rescue			

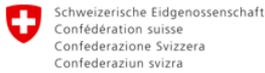
Other ICAO Documents

Circular 253-AN/151	Human Factors Digest No. 12 Human Factors in Aircraft Maintenance and Inspection			
Document 4444-RAC/501	Rules of the Air and Air Traffic Service			
Document 7030	Regional Supplementary			
Document 8168-OPS	Aircraft Operations			
Document 8335-AN/879	Manual of Procedures for Operations Inspection, Certification and Continued Surveillance			
Document 9365-AN/910	All Weather Operations			
Document 9376-AN/914	Preparation of an Operations Manual			
Document 9379-AN/916	Manual and Procedures for Establishment and Management of a States Personnel Licensing system			
Document 9389-AN/919	Manual of Procedures for an Airworthiness Organisation			
Document 9642-AN/941	Continuous Airworthiness Manual			

Useful Homepages

AEA	http://www.aea-europe.net/
ATA	http://www.air-transport.org/
EASA	https://easa.europa.eu/
ECAC	http://www.ecac-ceac.org/
EUR Lex	http://eur-lex.europa.eu/de/index.htm (laws and agreements)
EUROCONTROL	https://www.eurocontrol.int/
FAA	http://www.faa.gov/
FOCA	http://www.bazl.admin.ch/
FSF	http://www.flightsafety.org/
IATA	http://www.iata.org/Pages/default.aspx
ICAO	http://www.icao.int/

7.4. Appendix 5 – Flow Charts (The 5 Phases Certification Process)



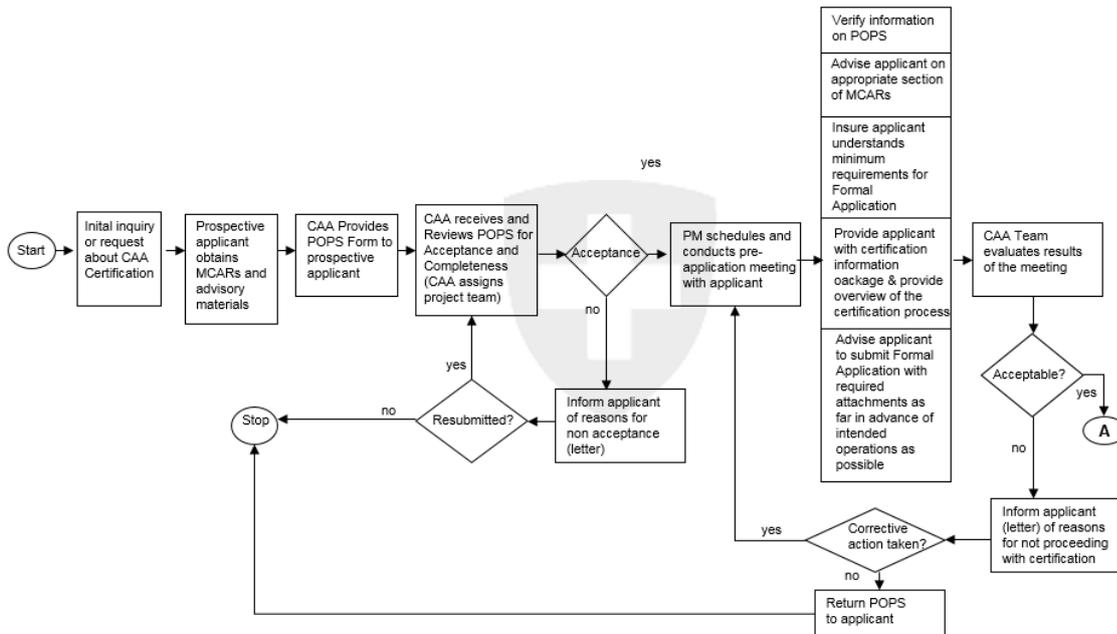
Federal Office of Civil Aviation FOCA

The 5 Phases Certification Process

FOCA / mah – April 01, 2016

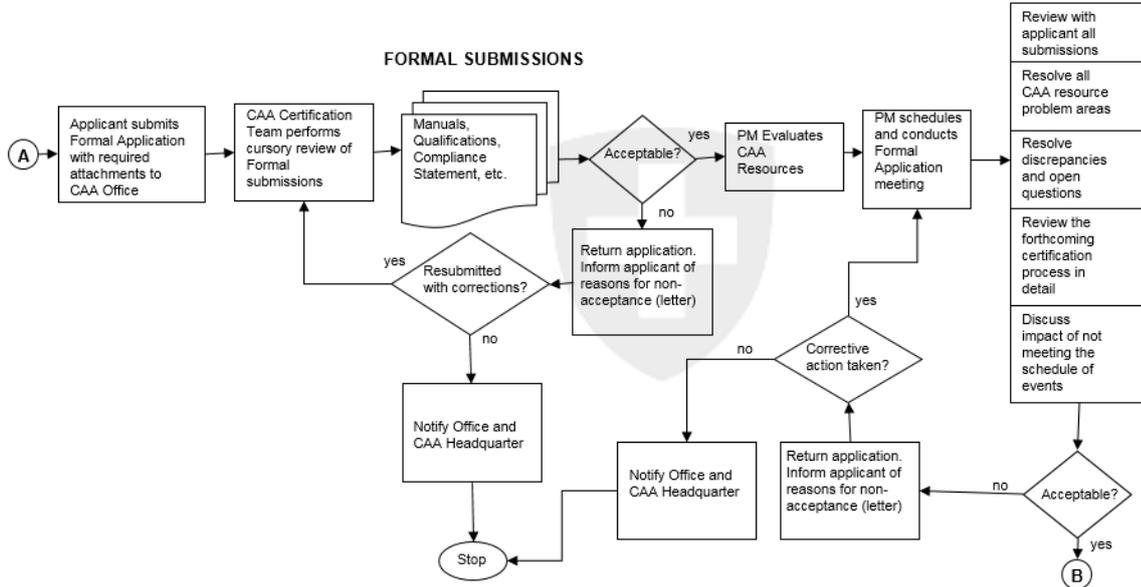


Pre-Application Phase

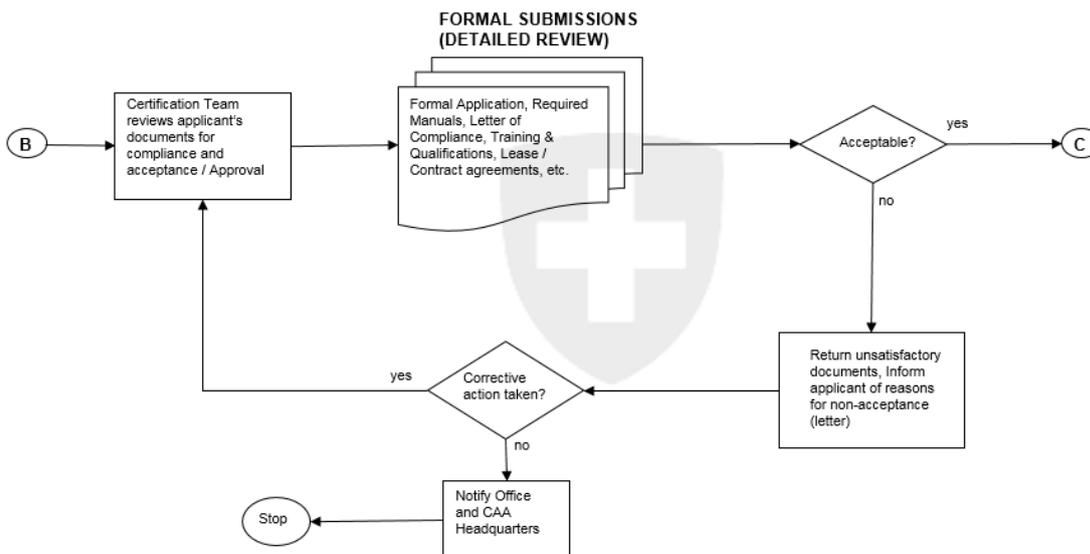




Formal Application Phase

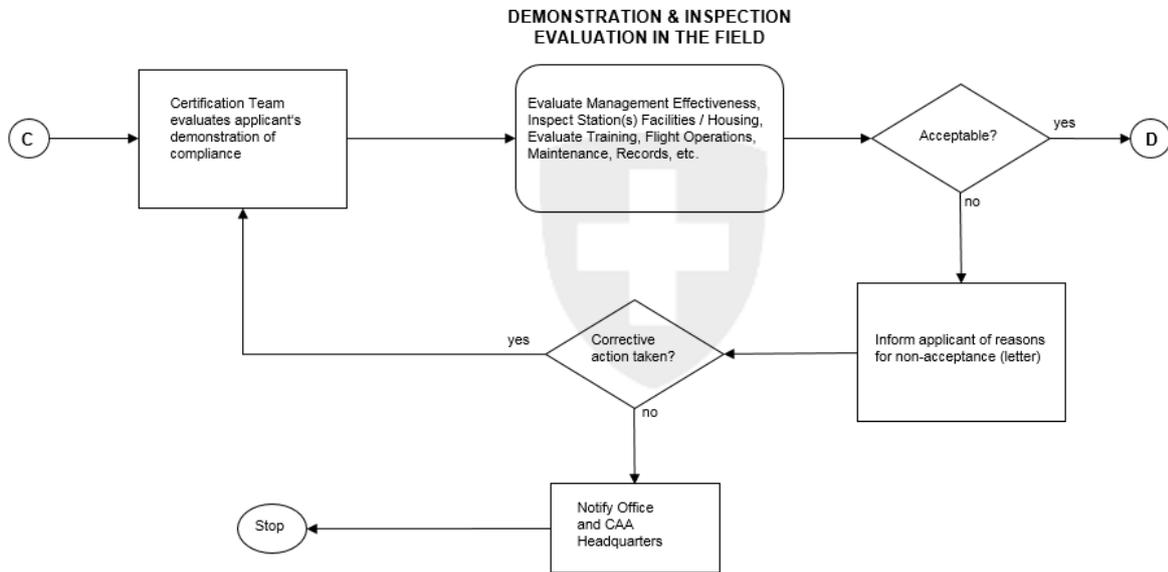


Document Evaluation Phase





Demonstration & Inspection Phase



Certification Phase

