



ADMINISTRATION, POLICY AND PROCEDURES MANUAL

Issue: Initial

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FLIGHT STANDARDS INSPECTORATE SERVICE

ADMINISTRATION, POLICIES AND PROCEDURES MANUAL

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EFFECTIVITY

This FSIS Administration, Policies and Procedures Manual, Initial Issue, is issued under the authority of Republic Act 9497, Section 27, and shall take effect immediately.

APPROVED BY:

RUBEN F. CIRON, PhD
Director General
Civil Aviation Authority of the Philippines

DATE

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Part 1 – Introduction

1.1 Introduction

This Administration, Policy And Procedures Manual is provided for the use and guidance of Flight Standards Inspectorate Service (FSIS) Staff as reference material to assist and guide them during the normal performance of their duties. It contains both policy and procedural matters which, by their nature, may not necessarily be contained in the Division's Inspector's Handbooks, as these matters are more of an administrative issue than technical.

The objective of producing this document is to ensure that staff members are given a reference that will enable them to function in a consistent and equitable manner when dealing both with the public and with the internal processes and procedures of the Authority.

1.2 References

The following Manuals are integral to this document and shall serve as the technical guidance to the FSIS:

1. Flight Operation Inspector Handbook
2. Airworthiness Inspector Handbook
3. Licensing Handbook
4. Approved Training Organization (ATO) Manual
 - 4.1 Policy
 - 4.2 Procedures
5. Designated Check-Pilot Manual
6. Flight Simulator Inspection Manual

1.3 Role and Functions of the FSIS

Under the policy direction of the Director General (DG) of the Civil Aviation Authority of the Philippines (CAAP) the Flight Standards Inspectorate Service has been tasked to ensure the safe conduct of all aviation activities in Philippine Airspace, and those conducted overseas by Philippine Air Operators.

In carrying out this mandate, the division is required to:

1. Examine for competency, issue licences to, and monitor the performance of, all pilots and aircraft maintenance technicians.
2. Conduct initial inspections and certification for, and provide continued surveillance of all Philippine air operators, to ensure that Philippine and international standards are maintained.
3. Assess for approval, and then monitor, all training programmes used by Philippine operators for pilots, cabin crew and maintenance personnel.
4. Monitor the operations of all foreign operators in Philippine airspace and all Philippine operators doing business overseas, to ensure Philippine and international standards are maintained.
5. Conduct initial investigations into incidents and accidents involving Philippine registered aircraft or foreign registered aircraft in Philippine airspace.

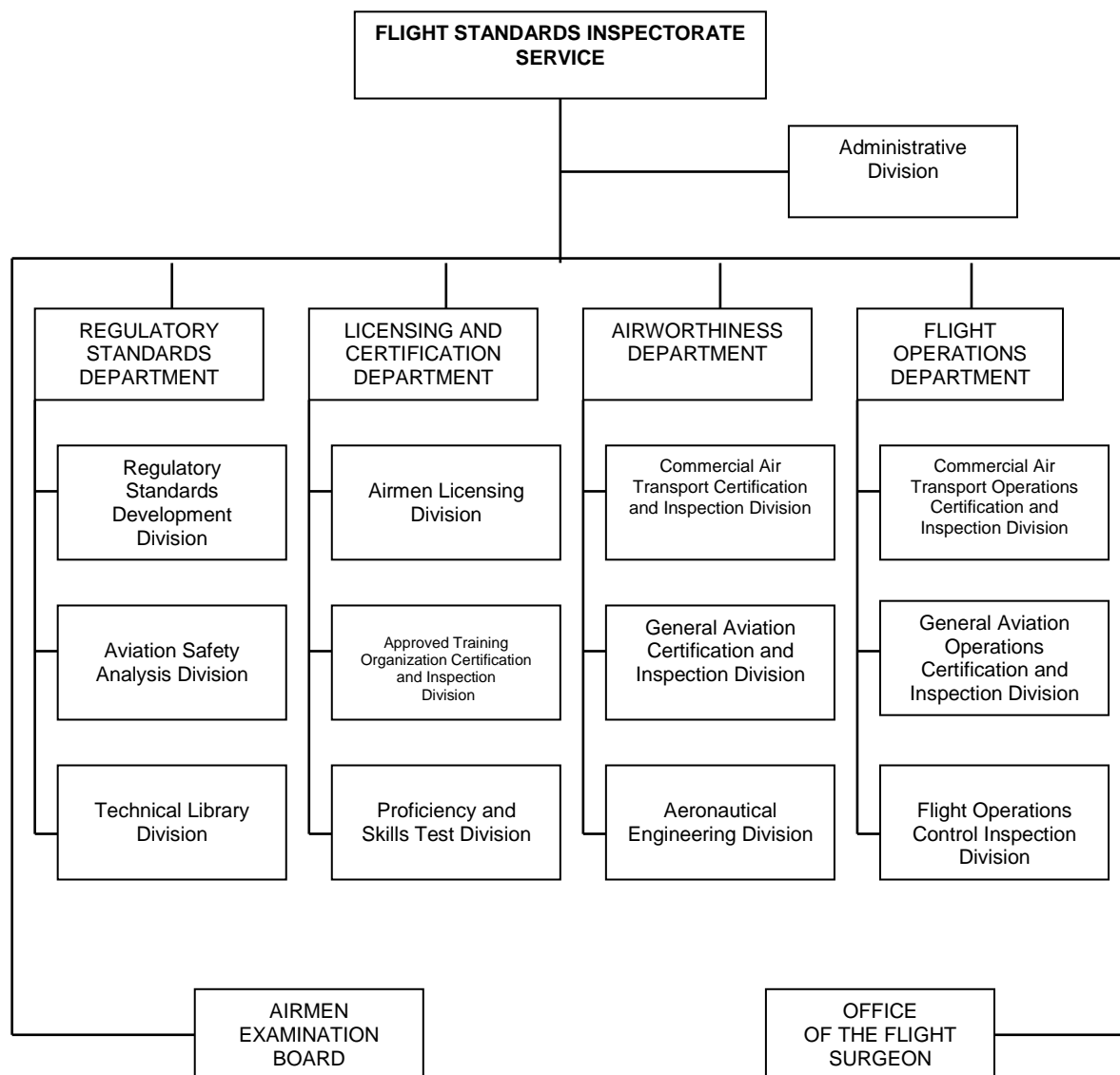


6. Conduct initial inspection, registration and airworthiness certification, as well as continued surveillance and annual re-inspection and re-certification for all Philippine registered aircraft.
7. Maintain the Philippine Civil Aircraft Registry.
8. Conduct regulatory surveillance of all Philippine air operators and their bases.
9. Establish and ensure the maintenance of standards for the handling of dangerous goods by air operators.
10. Maintain active, up-to-date technical records of all aviation activities in which the division is involved, provide regular reports and make recommendations to the Director General on technical matters where appropriate.
11. Participate in the enforcement of the Civil Aviation Authority Act of 2008 (Act) and the Civil Aviation Regulations (CARs).



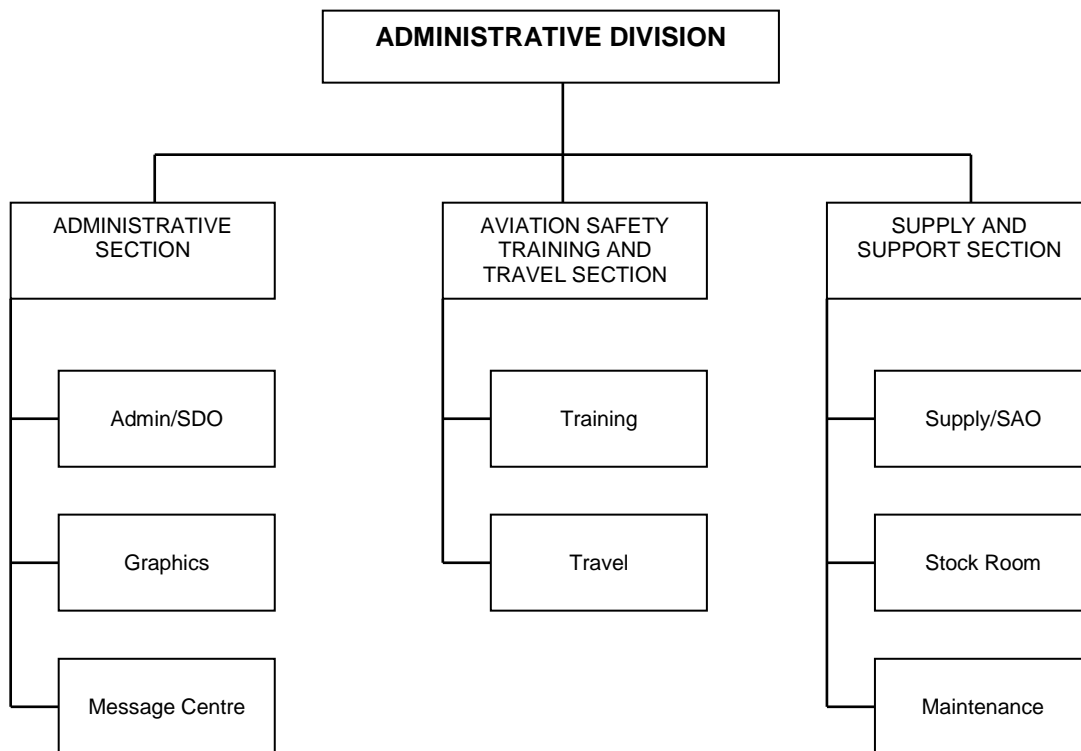
1.3.1 The Organization

Organizational Structure (Figure 1)



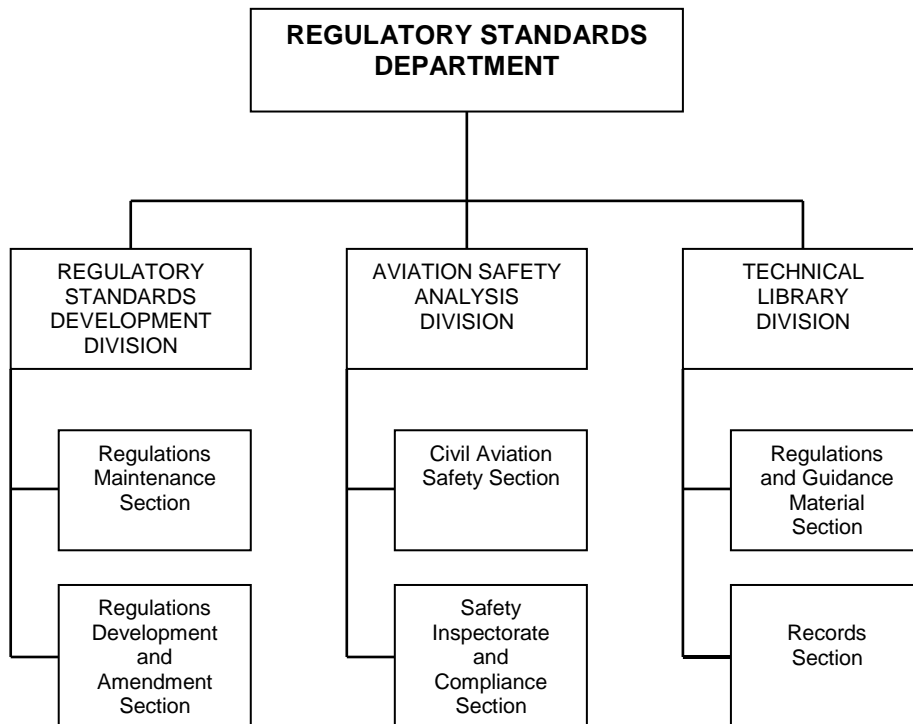


Organizational Structure (Figure 2)



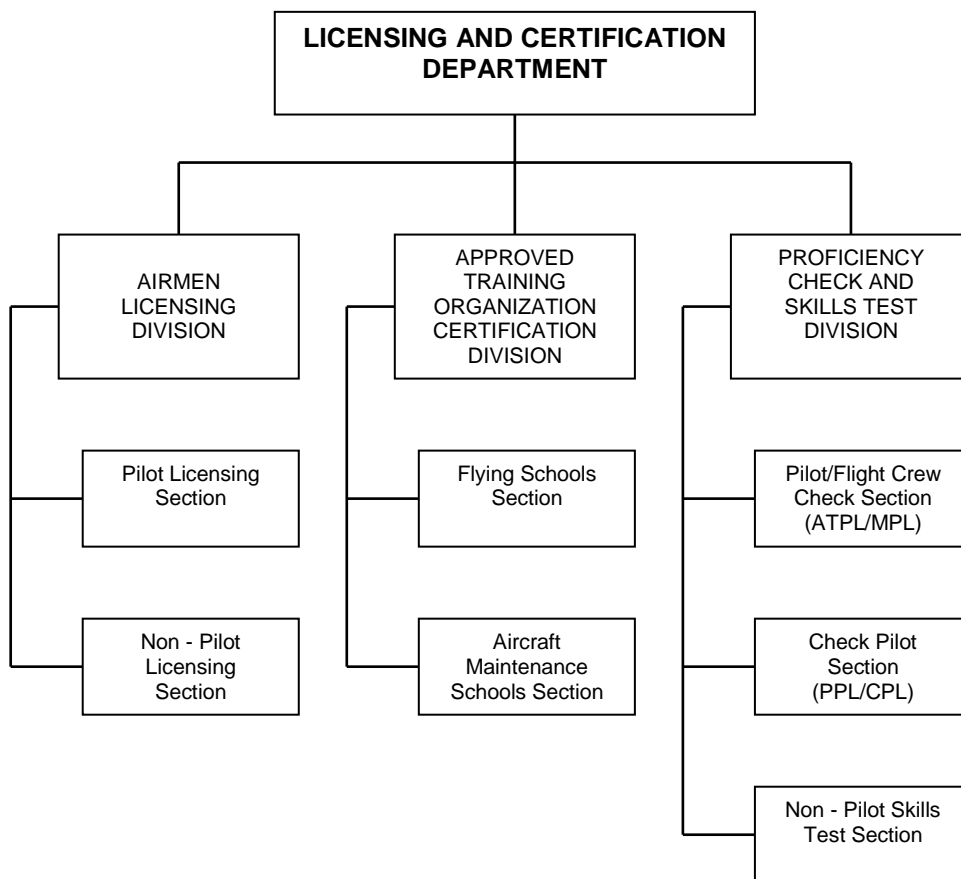


Organizational Structure (Figure 3)



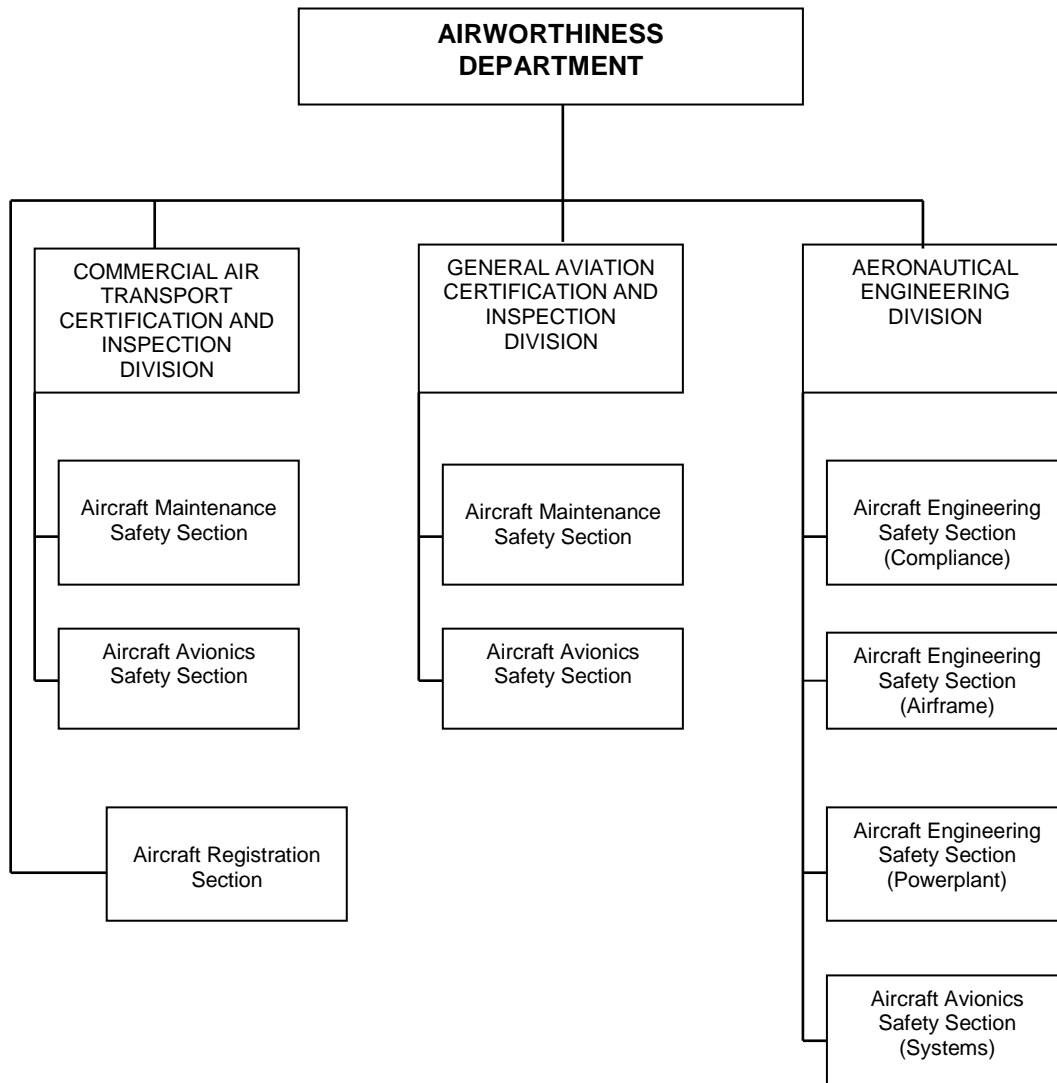


Organizational Structure (Figure 4)



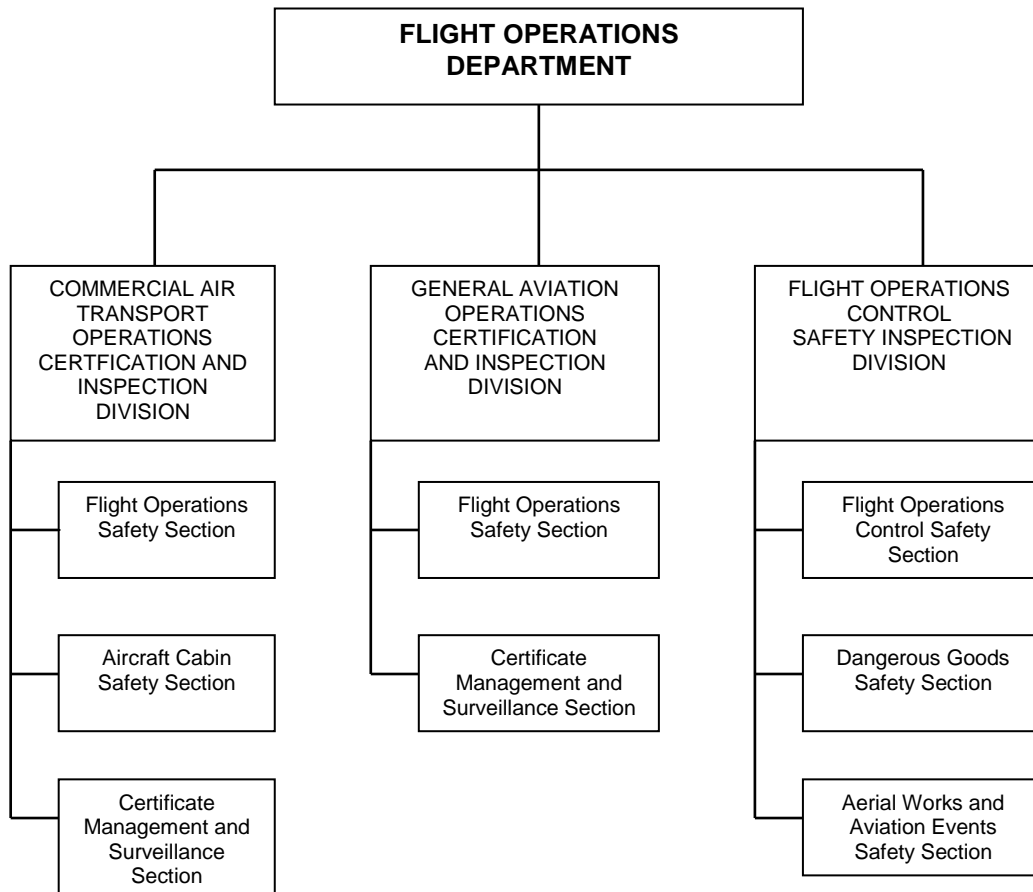


Organizational Structure (Figure 5)



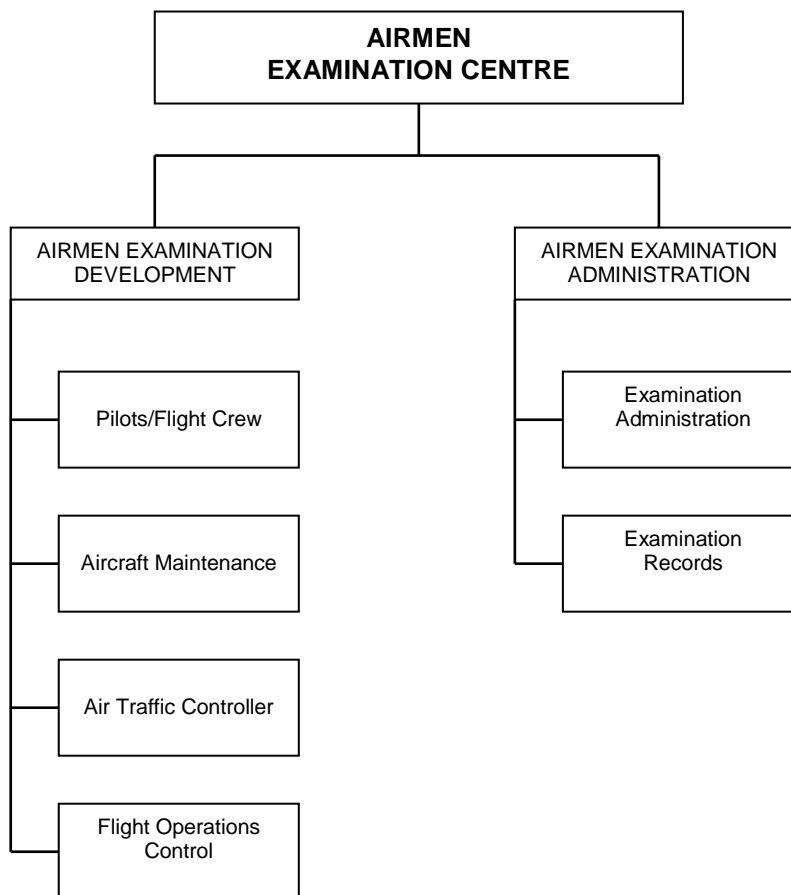


Organizational Structure (Figure 6)



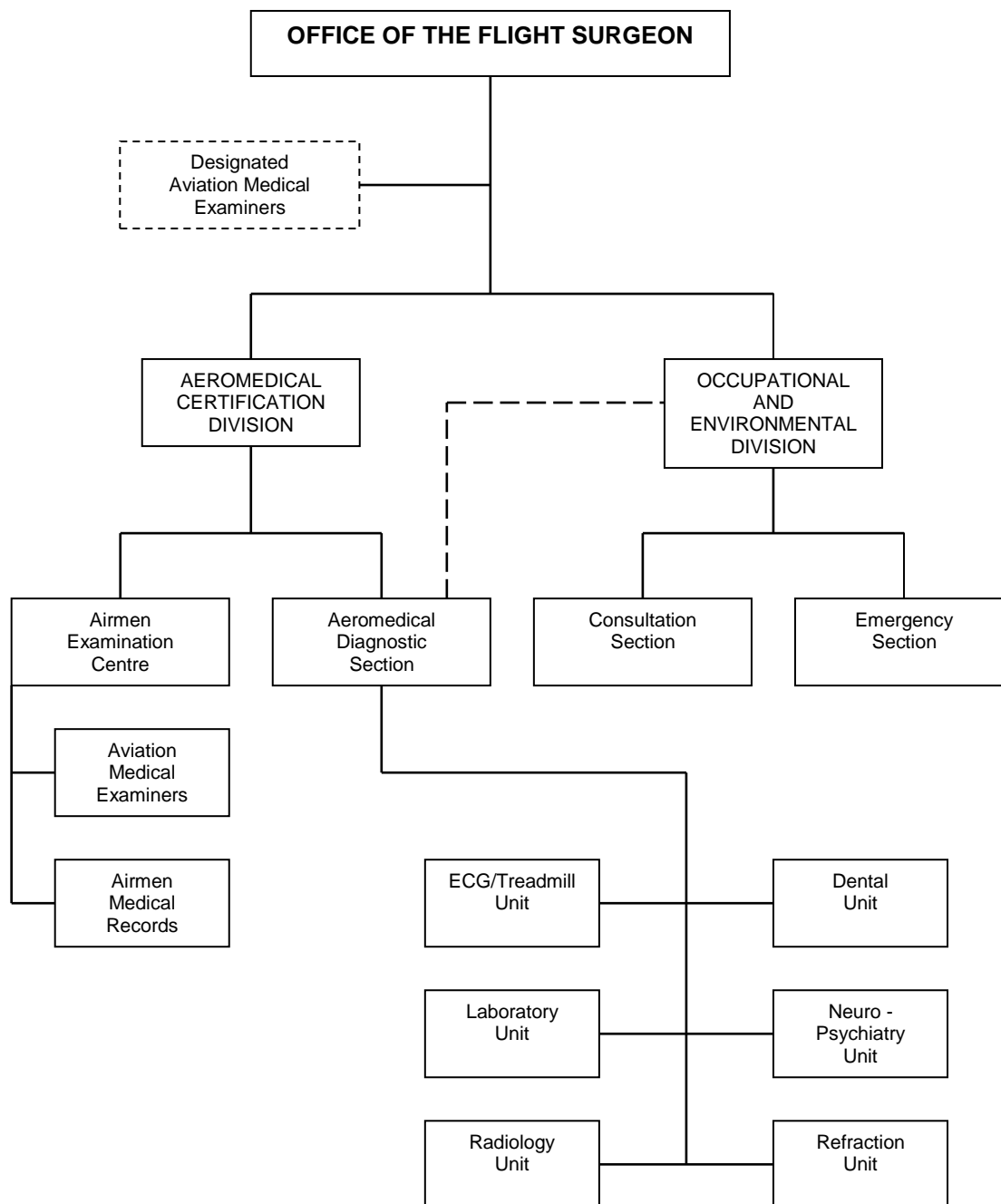


Organizational Structure (Figure 7)





Organizational Structure (Figure 8)





1.4 Reporting Relationships

The Director FSIS reports directly to the Director General. He/She is responsible for the conduct of safety and regulatory oversight of certain segments of the aviation industry of the Philippines. He/she is assisted in this task by personnel, staffing the following positions.

1. Chief - Regulatory Standards Department
2. Chief - Licensing and Certification Department
3. Chief - Airworthiness Department
4. Chief - Flight Operations Department
5. Chief - Flight Surgeon

Each of the five departmental chiefs has a number of trained and qualified Inspectors and other personnel reporting to them.

There is also an Administrative Division. Its staff reports individually, directly to the Director FSIS.

1.5 Management Qualification Standards

ASSISTANT DIRECTOR GENERAL,
FLIGHT STANDARDS INSPECTORATE SERVICE
Senior Executive Level 3

The primary requirement for this position/specialization is knowledge and skill in the operation of aircraft. Directs safety oversight of civil aviation.

Minimum Qualifications

- | | |
|--------------|---|
| Education: | Master's Degree |
| Experience: | Ten (10) years management and supervisory experience, five (5) years of which are in position/s in aviation services. |
| Training: | Initial Pilot training,
Aircraft/Equipment type qualification training
Management training |
| Eligibility: | Valid Airline Transport Pilot's License or Commercial Pilot's License with current Instrument Rating. |

Duties and Responsibilities

Plans, organizes, directs and controls the activities and personnel of the Flight Standards Inspectorate Service in the conduct of its inspection, certification, surveillance and enforcement functions.

Establishes policies for administration, operations, training, employment, maintenance and support of FSIS.

Delegates authorities to department managers for preparation and implementation of regulations amendment, licensing, airworthiness and flight operations plans, policies and procedures.



Implements directives, policies and procedures from higher authorities pertaining to FSIS mission.

Advises the DGCA on matters pertaining to Flight Operations, Airworthiness, Licensing and Regulatory Standards.

Participates directly in carrying out safety oversight to insure effectiveness and to evaluate performance, equipment, materials, procedures and techniques.

Establishes and monitors standards for FSIS technical personnel proficiency and participates in the conduct of standardization and evaluation checks to determine such.

Recommends conduct of flight standardization and evaluation checks on CAAP designated technical personnel.

Directs review of FSIS technical and CAAP designated technical personnel training and standardization/evaluation programs for adequacy.

Directs studies and surveys pertaining to effective utilization of FSIS personnel and develops and implements plans to resolve personnel problems and eliminates conditions contributing to low morale.

Insures adequate welfare, recreational, religious and training programs for FSIS personnel.

Coordinates with other CAAP Services and Corporate Offices pertaining to administration, including accounting and finance, data automation, facilities maintenance, personnel services, etc. to resolve operating problems to assure accomplishment of FSIS mission.

Coordinates and maintains effective relations with all stakeholders of the civil aviation industry.

Recommends participation of FSIS technical personnel in the conduct of aircraft accident/incident investigation, when directed.

Attends international and local conferences, meetings and symposia on aviation safety and flight standards management.



DEPARTMENT MANAGER, REGULATORY STANDARDS DEPARTMENT
Middle Executive Level 1

The primary requirement for this position/specialization is knowledge and skill pertaining to tasks associated with being an airman, i.e. pilot, flight engineer, navigator, airworthiness engineer/maintenance, cabin crew, air traffic controller, ground/flight instructor, aircraft dispatcher, etc. or member of the BAR with knowledge of the CAR. Directs and monitors regulations maintenance, development and amendment programs; and civil aviation safety analysis.

Minimum Qualifications

Education:	Bachelor's Degree
Experience:	10 years relevant experience, 5 years of which is in supervisory position/s in aviation services.
Training:	Training relevant to rating, Management training
Eligibility:	Any valid Airmen License with current relevant rating or former holder of any valid Airmen License or relevant Licensure.

Duties and Responsibilities:

Plans, organizes, directs and controls the activities and personnel of the Regulatory Standards Department in the conduct of its regulations maintenance, aviation safety analysis and aviation technical library maintenance functions.

Manages the development of policies and procedures pertaining to the maintenance, development and amendment to the CAR.

Advises the ADG FSIS on matters pertaining to the maintenance, development and amendment to the CAR, updates on civil aviation industry safety and maintenance of the FSIS Technical Library.

Coordinates the evaluation of technical content of petitions for amendment to the CAR submitted by air operators and other interested aviation industry stakeholders.

Coordinates with the ICAO, air operators and other aviation industry stakeholders on the aspect of updates on aviation procedures and technologies that impact on rule making and rule amendment process for the CAR.

Coordinates with other FSIS Departments and CAAP offices regarding proposals to formulate new regulations and/or amendments to the CAR.

Oversees the document management system for aviation safety critical information such as accident/incident reports, trends on findings of deficiencies and non-compliance to regulations.

Develops research and analysis capability of the RSD with end view of improving safety management programs, inspection handbooks and general aviation policy.

Provides technical advice to the Regulations Review Committee in terms of safety/technical reports, summaries and analyses of safety trends.



Reviews and recommends establishment of formal courses of instruction, training programs, training standards, technical manuals, directives and memoranda pertaining to training of RSD technical personnel.

Coordinates the activities of RSD with FOD, AWD and LCD, when necessary.

Recommends the participation of RSD technical personnel in the conduct of aircraft accident/incident investigation, when directed.

Attends international and local conferences, meetings and symposia on aviation safety and civil aviation regulations management.



Part 2 - Human Resources

2.1 Employment Policy

When employing Inspectors, FSIS recruits from the aviation industry, seeking persons who are both well-qualified, and very experienced in their respective fields. Preference is given to those candidates who have obtained supervisory or managerial experience and to those who have been exposed to regulatory compliance and quality assurance/control. For all other staff, the Division will seek to fill positions from within the organization where possible, and selection will be on the basis of the most qualified and best-suited person being given preference. Gender, race, and religion are not taken into account for any position, and age is only considered where the Government's retirement policy becomes an issue.

2.2 Recruitment and Selection Procedures

The decision to employ staff is taken by the Director General after recommendation from, and consultation with, the Director FSIS.

The personnel department, after receiving instructions from the Director General, will publish the vacancy notice in the newspapers and possibly on the website. Applications, when received, will be vetted and those that meet the requirements will be passed to the Director FSIS for his review. A short list will be made and returned to Personnel for interviews to be arranged, the interview panel consisting of **To be Developed**.

2.3 Orientation

Each new employee is introduced to the organization on his first working day by being given a tour of the facilities and being introduced to the persons with whom he will be working. In addition, he or she is provided with access to the Electronic Document Management System, a copy of the Handbook applicable to his/her section, and the necessary stationary supplies. The employee is then provided with an identity card that also doubles as the Delegation of Authority document. A desk is assigned to the new employee, with required stationary and other office equipment.

The new employee's supervisor will arrange a formal indoctrination program for the new employee, to familiarize him/her with the organization's role on behalf of the Government of the Philippines, and the mandate that the organization has been given. This indoctrination will include:

This program should be completed within the first three months.

To be Developed

2.4 Training and Development

All Staff:

The Chief Inspector in charge of the area will provide the new employee with an on-the-job-training (OJT) checklist, which will detail the various tasks and functions that the employee will have to be trained to carry out or on which his/her competency will be assessed and certified. Each new employee will be assigned to a senior inspector who will be delegated the task of carrying out the OJT with the employee. It will be the joint responsibility of the employee and his immediate supervisor to ensure that the items are dealt with in a timely fashion, and that the checklist is appropriately



endorsed. OJT Task Lists for Operations and Airworthiness Inspectors are detailed in the Appendix.

All Inspectors:

A formal program of classroom training is mandated for all Inspectors. The individual, depending on his experience and prior training, may have specific courses added to his program to enhance particular areas of his/her expertise and ability to function in a multi-tasking environment. The training requirements for Airworthiness Inspectors are to be found in section ORG-01 of the Airworthiness Inspector's Handbook.

Formal training courses, mandatory and on-going, are detailed in Appendices A1 through A7. Each Inspector is expected to complete the mandatory items before receiving his/her full delegation of authority. At the discretion of the Chief FSIS, and on the recommendation of the particular Department Chief, an Inspector may be given limited delegation in order to carry out certain functions on which he/she has been trained.

Flight Operations Inspectors:

The courses mandated for this category of Inspector, as well as the courses that are not mandated but that will be provided for each Inspector as conditions permit, are detailed in the Appendix. **To be developed**

Cabin Safety Inspectors:

The mandated courses for a Cabin Safety Inspector as well as the courses that are not mandated, but that will be provided for each Inspector as conditions permit, are detailed in the Appendix. **To be developed**

Recurrent Training:

Each year, when the Budget is being prepared for the coming year, the Director FSIS and the relevant FSIS Department Chiefs will review the training plans for the staff of the Division and will assess the recurrent training requirements for each Inspector. New Technology training, and refresher training in areas where the need has been identified, will be programmed. The policy will be that each Inspector shall attend at least one refresher, or new technology oriented course each year, once his initial formal training has been completed.

2.5 Performance Appraisal

A Performance Appraisal is done at least once each year and the completed form, after review by the Director FSIS and the appropriate Department Chief, is returned to the Directorate for Human Resources and Development Service (HRDS) for processing. Notwithstanding this, all persons who have staff reporting to them, shall discuss the performance of each individual with that individual at least twice per year and record the substance of that meeting upon the individual's personnel file. Ay such record must be shown to the individual and initialled by him or her. This ensures that the individual is made aware of any failings, or areas for improvement, in a timely manner, so that the individual is given ample opportunity to correct any problems.

The Performance Appraisal form is provided by HRDS. However, a special page incorporating FSIS standards and objectives has been designed specifically for Inspectors, while another has been designed for the Support staff.



2.6 Promotion

Promotion within the Division is based on performance and qualifications. In order to be promoted, a candidate must either hold the desired qualifications, or must have demonstrated through his/her performance on the job, that his/her qualifications, training, and experience, have prepared him/her to a level equivalent to the desired qualifications.

The Chief Inspector of each area is usually selected from among the persons who have previously worked as Inspectors in the area.

The Administrative support Staff are either employed initially with the educational and administrative qualifications to allow them to bid for the job when a vacancy arises, or are encouraged to obtain these on their own. They are provided with the technical training component as soon as courses become available, while on-the-job training is a normal and continuous process provided and monitored by the Department Chiefs. The annual performance evaluation is a critical component in the selection process to identify the most suitable candidate.

2.7 Delegation and Functions

The Director General, through the Act and Regulations, has delegated certain functions to the FSIS and to the Inspectors.

Once an Inspector has completed the mandatory training, as described in the FSIS Training Manual and has also completed the required OJT items satisfactorily, the appropriate Department Chief may recommend to the Director FSIS that the new Inspector be given his credentials and authorized to carry out either all, or some, of the section's functions. An Inspector may be allowed to carry out certain functions, but be restricted from carrying out others due to the fact that he/she has not yet received training in that area, or is not qualified for that specific function.

2.8 Inspector Credentials and Stamps

Upon being given his/her Delegation, each Inspector is given a set of credentials, detailing the specific functions, or group of functions, that he/she is authorised to perform as per the Delegation of Authority document. He/she is also given a rubber stamp with a unique number, which he/she will use alongside his/her signature whenever he/she approves any document. A record of what stamp number each Inspector has been given is retained by the DFS.

2.9 Termination Procedures

Whenever an Inspector retires, resigns, or has his/her service, or service contract, terminated, the Inspector shall return the Stamp, Credentials, and CAAP Identification Card that had been issued to him. These items are all the property of the Authority, and for security reasons must be accounted for.

In the interests of maintaining good employee relations, it is essential that an exit interview be held with each resigning employee. The interview panel should consist of the Directors HRS and FSIS for Inspectors and above, whilst for the support staff, it should consist of the appropriate Department Chief.



2.10 Inspector - Cost Recovery

2.10.1 General

The cost of Inspectors to travel on behalf of the Industry represents a significant cost to the CAAP and the FSID budget in particular. In the past, this cost has been borne directly by the operator. As it is not desirable and practical for the CAAP to be beholden to the Industry in this manner and because the CAAP would abrogate its responsibility for being in control of, and responsible for its Inspector's travel, it has been decided that the FSIS Travel Section, will manage this in the future. The following policy describes the process that is to be adhered to by all Inspectors.

2.10.2 Inspector - Travel Policy

1 Daily Subsistence Allowance (DSA)

The DSA paid to Inspectors on business travel shall be consistent with Executive Order No. 298 of the President of the Philippines, [which Prescribes Rules and Regulations and New Rates of Allowances for Official Local and Foreign Travels of Government Personnel].

- a. For International travel, a sum of money shall be paid, as per the Chief FSIS' directive, which shall be based upon the United Nations Development Programme (UNDP) DSA.

Transportation to and from the airport may be claimed, by submitting an expense report form, detailing the expense. All such submissions must have original receipts attached

- b. For domestic travel the Executive Order No. 298, SEC. 4, of the President of the Philippines shall apply.

2 Travel Authority

All travel on behalf of the FSIS must be authorized by the appropriate Section Chief.

In order to allow the FSIS to plan and control the work schedule for the Inspectors, Travel plans should be submitted to the FSIS as early as possible. Air Operators shall not request any particular Inspector but must state only the type and date of work that is to be accomplished. The appropriate FSIS Section Chief shall assign Inspectors to their travel duties in accordance with Inspector capabilities, work schedules, priorities and availability. Such assignments shall be documented in the Authority to Travel Form, which shall serve as the basis for the Inspector to request the appropriate allowances.



3 Air Operator's Responsibility

Requests for the services of Inspectors shall be submitted in writing, not less than 30 days prior to required travel, to the appropriate FSIS Section Chief.

Any short or no-notice requirements may be accommodated by special request to the Chief FSIS.

4 Ethics

No air operator shall offer, and no inspector shall request or accept, directly or indirectly any gift, gratuity, favour, entertainment, loan or anything of monetary value from any person in the course of their official duties or in connection with any operation being regulated by, or any transaction which may be affected by the functions of their office.

5 Cost Recovery

Any costs incurred by the FSIS shall be recovered from the Air Operator, Approved Maintenance Organization, Approved Training Organization or for any required FSIS personnel travel on behalf of an outside agency.



Part 3 – Technical Records

3.1 General

All letters, application forms, or other documents received by the Division are recorded and dated as received and are then distributed to the respective sections for action. This recording and distribution function is carried out by the FSIS Support Staff.

3.2 Documents

The respective Inspector or officer to whom any document is distributed will ensure that the document is correctly coded for filing, and that if necessary, a copy is made and retained by the Inspector for reference while working. The original is then routed back to the Technical Library for filing.

All letters or other documents generated internally must be coded by the person generating the document and then routed to the Technical Library for distribution and filing, with clear instructions being given for the action required.

3.3 Electronic Format

The Division will be introducing an electronic filing system shortly which will see all documents being scanned and stored in a database on receipt. The procedures for this new system will be written and distributed when the system is introduced.

3.4 Filing Code

The Filing Code is the system of assigning a specific alpha-numeric code to each document. This code indicates where the document should be filed and what operator, aircraft, aerodrome, or other area the contents of the document are associated with. The code is designed to allow the swift retrieval of any document from the system. **To be developed**

A printed copy of the code is distributed to all technical FSIS staff. The latest revision date is entered on the bottom left corner of each page. This document itself shall be a controlled document

Any change to the code must first be discussed and then approved by the Director FSIS prior to being implemented.

3.5 File Storage and Control

To be developed

The Technical Library shall administer all file control. Paper files are stored in lockable metal filing cabinets and are controlled by the Technical Assistants. Any person requisitioning a file must first sign out the file before removing it from the cabinet. The person must enter the file identifier, the date, and his or her name, in the register provided.

At the end of each day, a Technical Assistant will check the register, ensure that all files signed out are accounted for, and then lock the cabinets.

Inactive files, or files that are over two years old, are stored in a special file room, or archive, which is kept locked. Files that are ten or more years old are retained at the



discretion of the Director Flight Safety, except for files relating to active aircraft, active aerodromes, or air operators that are still in business. These files are retained for at least two years after the certificate holder has ceased operation, or the aircraft has been permanently removed from the Philippine Civil Aircraft Register.

3.6 Disposal of Sensitive Documents

Medical records and other sensitive or confidential documents such as licence examination results must be disposed of in a manner that maintains the confidentiality inherent in the Authority's relations with its clients. For this purpose, the division has a heavy-duty paper shredder which is used for the disposal of these documents. The Technical Library is responsible for ensuring that this practice is rigidly adhered to.



Part 4 – Technical Library

4.1 General

The Technical Library contains all operator manuals that have been approved, both for airworthiness and for operations, including Basic Operations Manuals, aircraft maintenance manuals, maintenance programs, minimum equipment lists, flight training manuals, and operating procedures etc., as well as copies of all Inspector Handbooks copies of the ACT and the CARs. These manuals are all stored on shelves and are controlled. The Librarian has responsibility for managing the library and its contents.

4.2 Document Control

A list of the controlled manuals, indicating the revision status, the document identification number, and the effective date, is retained in the Library and is updated on a continuous basis. The process for the control of documents is described in the FSIS Document Control and Safekeeping Policy Manual. **To be developed**



Part 6 – Code of Ethics

6.1 Introduction

In this document, the term "ethics" is understood to mean a code of morally acceptable behaviour that guides the organization and its employees in all our dealings with stakeholders, with agents, with suppliers, with our co-workers and with the general public. It is described in detail in Republic Act No. 6737, the "Code of Conduct and Ethical Standards for Public Officials and Employees" (Ethics Act).

Whilst a large proportion of matters, considered as business ethics, are defined by legislation developed over the years, there is still a broad grey area in the business world that is based on tradition and trust, where what is perceived to be fair dealing, is expected to prevail. An organization such as the CAAP and the FSIS within it, establishes the foundation of its reputation on the basis of ethical behaviour and within the confines of policies in this Manual and the Ethics Act, from which it was derived. Section 7, Prohibited Acts and Transactions, Subsection (d) says:

"Solicitation or acceptance of gifts. - Public officials and employees shall not solicit or accept, directly or indirectly, any gift, gratuity, favour, entertainment, loan or anything of monetary value from any person in the course of their official duties or in connection with any operation being regulated by, or any transaction which may be affected by the function of their office."

In the definition section of the Ethics Act, the word "Gift", does not apply to items such as:

"...an unsolicited gift of nominal or insignificant value not given in anticipation of, or in exchange for, a favour."

The purpose of this Code of Ethics (Code) is to establish practices that will apply to all officers and employees of the FSIS and so ensure that the same standards are maintained at all levels and in all locations.

The organization's policy is to function in accordance with all the laws and regulations applicable to its operations and the laws of the Philippines. However, this Code goes beyond strict observance of the laws dealing with corruption, graft and nepotism, as it not only rejects practices which may be defined as illegal but also considers those such as passing on, or acting on, confidential information for personal benefit, or for that of others, to be violations of the organization's policy. The activities of all officers and employees of FSIS must therefore be able to withstand close scrutiny at all times.

In all our dealings with our stake-holders, and with the industry in general, should there be any doubt about the interpretation of a particular regulation, rule, or guideline, or in ascertaining its applicability, then the guidance of a supervisor should be sought. Where necessary, or appropriate, the CAAP Enforcement and Legal Service should be consulted.

6.1.1 FSIS Values

Our values guide everything we do, including our strategic planning, day-to-day decision-making, customer service, employee relations, and general relations with industry. These values are:

1 Professionalism

The FSIS will be recognized as having the highest possible professional standards. Our employees and representatives will possess superior knowledge and skills and will use these for the



benefit of air operators, aerodrome operators, licence and certificate holders, applicants for licences and certificates, and the aviation industry in general. All of these may be collectively referred to as our “stake-holders”. Our professionalism will show in every aspect of our conduct, including behaviour, language, appearance and attire.

2 Customer Satisfaction

We are in business to provide the aviation industry with the highest possible quality of service, and safety oversight, ensuring that it meets or exceeds international standards, without incurring unnecessary or excessive cost, and to ensure industry and public satisfaction to the best of our ability.

3 Integrity

The highest levels of honesty and fairness must characterize our dealings at all times, and we must ensure that we develop trust by maintaining the highest ethical practices.

4 Human Resources

Our employee body forms one of our most valuable assets, and one that can determine our future success, or failure. We will therefore provide a work environment and human resource development plan, designed to attract, retain, develop and promote the best and brightest employees, investing in our human resources and rewarding superior performance. We respect individual rights to privacy and follow our employment policies at all times

5 Ethics in the Workplace

In order to achieve a positive and productive workplace, we must treat each other with respect and trust, as we all have to work together to help to create and maintain a healthy and secure environment that values employee contributions and encourages learning.

6 Reward for Performance

The FSIS will make every effort to treat all its employees with dignity, hiring and promoting employees on the basis of their skills, knowledge, and ability, and then rewarding them on the basis of their performance.

7 Respect for Others

We shall give our co-workers the same respect and service that we give our stake-holders and that we ourselves would expect. Our communication with each other within the organization must be open and honest. Behaviour that is abusive, threatening or violent is not acceptable.

8 Safety in the Workplace

FSIS must provide a safe and healthy work environment for all employees. Protection of employees from injury or occupational illness must be a significant ongoing commitment on the part of the organization. This commitment to health and safety involves the co-



operation and support of every employee. Each person has a responsibility to help to ensure that FSIS is complying with health, safety and environmental rules and regulations by reporting accidents, potential hazards and other concerns immediately to his/her immediate superior.

9 Security in the Workplace

The protection of the customer, the employee, and the organization's property and assets, is of supreme importance in today's environment and cannot be over-emphasized. While as an organization CAAP takes all appropriate security measures, every employee has to be a part of the process for the measures to achieve the necessary success. If you observe, or become aware of, a breach or potential breach of security, report it immediately to your supervisor. Also, if you know of any situation or incident that could lead to the loss, misuse or theft of customer, organization or individual property, again, report it to a senior member of FSIS.

10 Professional Behaviour

It is important to behave responsibly and professionally when representing the Authority and specifically FSIS. All employees must represent the FSIS and the CAAP in a positive manner when dealing with stake-holders, the aviation industry and the general public. It is expected that those who choose to drink alcohol at external events, or at company or employee-sponsored event, will do so in moderation.

11 Ethics in Business Relationships

The FSIS depends on sound relationships with our stake-holders, with the community, with other organizations, and with the general public. It is imperative that we maintain these relationships by not giving or receiving gifts. As a matter of policy, no employee of FSIS shall accept any gifts except for customary gifts of nominal or insignificant value or any other rewards for a service that would not otherwise be available. Any offer of such a gift, reward or other inducement made to an employee shall be reported to the Director FSIS.

12 Honesty and Fairness

The FSIS aims to satisfy its stake-holders and that means providing value, offering a quality product, and seeking customer feedback so that we can continually improve our service. We must determine the customer's needs, make recommendations that best meet those needs and provide service and support throughout the relationship.

We must treat the industry with high standards of honesty, fairness and courtesy. Stake-holders must be able to voice their concerns easily, while complaints and disputes must be dealt with fairly, transparently, and quickly.

All personnel must be careful not to mislead anyone in any way. We must never make promises that we cannot keep, and no person should take unfair advantage of an operator. Taking unfair advantage can include manipulation, concealment, abuse of privileged



information, misrepresentation of material facts, or any other unfair practice.

13 Government and Political Dealings

In our dealings with other government agencies and representatives, we must take special care to use our positions responsibly. This is especially true in relation to the political process. It is important to take reasonable steps to become familiar and comply with all laws and regulations that apply when offering to provide entertainment, meals, gifts, gratuities and other items of value to any employee or representative of governments or when accepting such items of value from any employee or representative of any governmental agency.

Flight Safety respects and supports the right of each individual to participate in the political process. However, neither the organization's time, nor property, must be used in campaigning for any political party. This includes the Authority's uniforms, logo, or vehicles.

14 Memberships in Social & Community Organizations

Memberships in social and community organizations can increase the effectiveness of individuals, and can benefit the organization and the industry. FSIS therefore, encourages membership in such organizations, especially those that strive to improve the industry, a specific community, or the community in general.

It is a normal part of these memberships to share information. However, we need to ensure that we do not exchange information that could jeopardize our relationship with any segment of the industry, or our position of trust. We must also take care not to violate the confidentiality that stake-holders, operators, employees, representatives, and others legitimately expect.

15 Communication with the Media

The media play an important role in helping inform the public about FSIS, its responsibilities, functions and services provided. Public statements, or statements which may be construed as official policy, are the preserve of the Director General or his Deputies. Whilst this authority may be delegated under certain circumstances, no employee should provide any information to the media without executive authorization.

During times of stress, such as when an employee is present at the site of an aircraft accident, a prepared answer for enquiries by the media should be provided in the following manner:

"I am sorry, I am not authorized to make statements on behalf of the Civil Aviation Authority of the Philippines. I can however provide you with a contact in the Authority"

16 Proprietary Rights

No employee of FSIS is permitted to market for his/her own account any product developed for the benefit of the organization. Such



products include computer software, special documents, and special procedures, all of which become the property of the CAAP.

17 Conflict of Interest

A conflict of interest arises whenever an individual's personal interests are at variance with the best interests of the FSIS, an operator, a customer, or the industry in general. A conflict might exist if an employee of the organization or his or her immediate family (i.e. spouse and/or children living at home) has a direct or indirect personal interest in a transaction involving FSIS, especially if that interest could affect the result of the transaction. Such a conflict could exist even when a transaction is still in the proposal stage if the individual is in a position to influence decisions on its development.

The policy of Flight Safety is that such situations are to be avoided. This applies not only to actual conflict of interest but also to situations where there might be a perceived conflict.

Major areas of potential conflict of interest are considered below and the policy of Flight Safety is defined. However, conflict can arise in areas without guidelines. In such cases, the individual is expected to take an objective look at his or her actions. Ask the question whether or not a reasonable, disinterested observer - a customer, a supplier, an acquaintance, an auditor, or government representative - would be satisfied that fair dealing and the good reputation of the CAAP had been the primary motivation of those actions.

18 Relationships with Stake-holders

The highest standards must be maintained in all dealings with stake-holders, operators, other agencies, and the industry in general. Business communications, whether written or oral, should be handled in a prompt, courteous, efficient way. This is particularly important when dealing with complaints or other sensitive issues. Anyone receiving complaints, or who is approached on a sensitive issue outside the immediate scope of his or her job, has the responsibility to refer such approaches to the appropriate manager promptly. Except for customary gifts of nominal value, no gifts, gratuities or favours that might influence, or appear to influence, the performance of the recipient's duties can be accepted.

If an FSIS employee has to entertain stake-holders, suppliers, or agents, as part of the performance of his/her duties, such entertainment is to be limited to what is reasonable and necessary.

Employees of FSIS must avoid business dealings involving a relative or close associate, or a business owned or managed by a relative or close associate. The handling of such business could affect objectivity. An example would be the provision of a special authorization, or approval, to a company owned by a relative or friend. Such a case must be referred immediately to the attention of a supervisor for assignment to another employee.

19 Purchases

Situations that may influence, or may appear to influence, unduly an employee's relationships with stake-holders, vendors, or sales personnel must be avoided. Reciprocal arrangements are not



acceptable. No employee is to enter into any business with suppliers from which personal gain may result, and no favours from stakeholders, vendors or suppliers of goods and services shall be accepted, including gifts of more than a nominal value.

Any employee of FSIS involved with the acquisition of goods and services, and who has a personal or family interest in the affairs of a supplier of goods and services to FSIS, must inform his or her supervisor of that interest. An employee with such involvement is not permitted to participate, in any way, with the acquisition of goods and services from that supplier.

20 Other Employment

Other employment includes full or part-time employment with another entity, self-employment activities and private practice. Potentially, such employment presents the same problems as do outside directorships. In practice, however, the major problem is the time, energy and focus required for these activities.

Other employment activities should be declared to the Director General and approval requested.

Approval for other employment is based on the following guidelines:

- a. The employment must be outside normal working hours, and the Division's time or resources are not to be used in carrying out such employment.
- b. There should be no obvious conflict of interest e.g. in working for an air operator, aerodrome operator, or service provider.

Other employment may be approved on the understanding that:

- a. The employee's first loyalty is to FSIS
- b. All possible situations of conflict will be avoided: e.g. giving legal advice to a person or company in litigation with FSIS.

21 Miscellaneous

Employees of FSIS are expected to observe the highest standards of personal conduct both on and off the job.

Funds must be handled in a responsible manner. All the regulations and procedures governing such funds must be meticulously observed. Any employee, who becomes aware of any breach or misconduct by, should report it to his/her supervisor.

Employees of FSIS are expected to care for company property as if it were their own.

Note: It is always possible to test your activities in any given situation by asking whether or not the same reasonable, disinterested observer referred to earlier, would have reason to believe any of the following:



- a. That employees are using CAAP and FSIS as a lever to enhance their own opportunities in their political, investment, financial or other activities;
- b. That the resources of FSIS are available to support the personal activities of an employee;
- c. That FSIS business is being conducted on the basis of friendship, family ties, the giving and receiving of gifts or to curry favour with some special interest group; or
- d. That fiduciary responsibilities are being, or have been, handled in a less than prudent manner.

22. Breaches of the Code of Ethics

If you have doubts about a particular situation, questions or concerns about a business practice, questions about a potential conflict of interest, or concerns about potential or suspected illegal or unethical behaviour, you must seek guidance before you act. Guidance may be sought from your supervisor, or from the Enforcement and Legal Service of the CAAP.

You may report suspected or potential illegal or unethical behaviour without fear of retaliation. The CAAP does not permit retaliation or victimization of any kind for "good faith" reports of illegal or unethical behaviour.

23 Conclusion

The "Golden Rule" appears to be simplistic in today's complex world. However, the principle it embodies, that of treating others as you would wish to be treated, is one, which can establish a firm foundation for all day-to-day activities. Gaining the trust and confidence of those with whom we have to deal can only enhance reputations, our own and that of the organization we represent.



Part 8 – Facilities, Equipment & Materials

8.1 General

The facilities and equipment used by FSIS staff are the property of the Government of the Philippines and must be handled and protected with due care.

8.2 Facilities Maintenance Procedures

8.2.1 Fault Reporting

Whenever a fault or defect is noted, such as a broken window, damaged lock, or a chair with a broken arm etc, the matter must be reported to the Office Manager in the Administrative Division, first by a telephone call and then supported by a written request. This message should include the nature of the fault, the location of the fault, and any other information that may be helpful.

8.2.2 Communications and Coordination

Communication and coordination between the Division Manager and the Office Manager is essential to ensure that the service personnel have unrestricted access to the area where the repairs or servicing is required.

8.3 Equipment

8.3.1 Equipment Use

The equipment used by FSIS includes computer terminals, copiers, printers, a fax machine, cameras, and other specialized as well as routine items necessary for the effective and timely completion of the FSIS' assigned tasks.

8.3.2 Consumables

FSIS support staff are responsible for ensuring that the necessary stationary, toner cartridges and other supplies, are available and are replaced as and when necessary. This does not prevent any other member of the staff from replacing any item as the need arises. However, whenever cartridges, copy paper or other consumables are replaced, the Supply and Support Section must be notified, in order for replacement spares to be obtained.

8.4 Cleaning

8.4.1 Janitorial Service

The Maintenance Division is responsible for providing janitorial services for FSIS, and this is done both morning and evening. However, it is expected that each member of the FSIS team will maintain a clean and tidy work area at all times. The nature of our function demands that our public image which we present, is one of cleanliness, order and professionalism.

8.4.2 Work Habits

While it is understood that during a busy workday a work area can and will become untidy, every effort should be made to ensure that this is kept to a minimum and that each person leaving a workstation at any time, leaves it in



a clean and tidy condition. Confidential or controlled documents shall not be left unattended at any time.

8.5 Materials - Ordering and Stocking

8.5.1 Routine Items

The Supply and Support Section is responsible for monitoring the usage rate of stationary and other materials, such as batteries, licence blanks, toner, etc., used in FSIS, and for ordering replacement stock as necessary. Orders are to be placed at the times specified by Office Management for the replenishment of routine items. Each order must be of a quantity that will last until the next order is placed and filled.

8.5.2 Special Orders

From time to time, due to special events or special projects, an abnormal amount of a particular item may be needed, such as additional reams of paper. In that event, the Supply and Support Section must be notified as early as possible, to ensure that it will be able to obtain the items in a timely manner. If the notice is too short to allow the order to be placed at the normal ordering time, then a special requisition form must be raised and signed by the originator and submitted to Admin with the appropriate justification.

8.5.3 Non -Stock Items

Non-Stock Items: If an item is not stocked, and must be purchased urgently, then a purchase requisition must be raised by the Division Chief or the Supply and Support Section and then signed by the Chief FSIS being submitted to Accounts. Proper justification for the purchase of the item must be entered by the person ordering the item.

8.5.4 Storage

Items that are delivered to FSIS are to be stocked in a secure area in the Stock Room and shall be dispensed only when a request form for the item(s) has been submitted.



Part 9 – Meetings

9.1 Meetings - General

In the interests of ensuring that all personnel are kept fully informed of all activities involving the FSIS, and that accurate feedback is received by management, a meeting of all managers will be held in the CAAP boardroom once a month on the first Wednesday of every month, at 09:00.

All managers are expected to attend unless they are away on business travel or are on vacation. a report is to be given on last months activities and planned activities of this month.

The Chief FSIS or his Designate will chair the meetings. Minutes will be taken. The person designated to take the minutes will have these prepared for vetting and distribution to all attendees within seven days of the planned meeting and include a proposal for additional agenda items.

Topics to be discussed will include the status of AOC applicants, audit responses, surveillance reports, enforcement investigations in progress or concluded and any other important items listed on the agenda. Persons who are assigned tasks arising from each meeting will be expected to either have completed these tasks or to have prepared a progress report for presentation at the next meeting.

9.2 Staff Meetings

Each Chief of the five FSIS divisions shall have a staff meeting with his/her staff once a month. The objective of this meeting is for Division personnel to share problems or concerns dealing with operational matters of the Division and to find solutions. **The meeting is not to be used as a forum to resolve personal matters.**

9.3 Regulatory Review Meetings

Every three months, a Regulatory Review meeting will be held, chaired by the Chief FSIS and attended by the a representative of the Enforcement and Legal Service, and the divisional Chiefs. This group will review any ICAO publications, including Annex amendments, received during the three-month period since the last meeting, with a view to implementing any changes to the CARs that may be necessary as a result. ICAO publications are received by the Librarian, who will provide copies to the attendees no later than seven days prior to the meeting. The group will also review any requests from industry, or from the Inspectors, for changes in the regulations or in regulatory procedures.