

UNIVERSITY *of* DUBUQUE



A V I A T I O N



Flight Center Staff Manual

# Flight Center Staff Manual

Change 12  
August 2017

## Preface

This staff manual is not intended to replace Federal Regulation, State of Iowa, City of Dubuque or University of Dubuque rules, procedures or policy. It is designed to add clarity to the roles, objectives and missions of the staff of the Flight Center.

The University of Dubuque Flight Center staff has the mission of delivering excellence in flight safety and training to all of our students. We support the mission of the University by establishing excellence in professional flight training and developing an atmosphere conducive to learning. This atmosphere specifically embodies academic inquiry, ethical development, stewardship of University resources, and zeal for life-long learning.

These procedures will be reviewed periodically and updated by the Chief Flight Instructor or Director of the Flight Center via policy memorandums. The policy memorandums will be used for guidance between updates of this manual.

# Table of Contents

Preface

Chapter 1      Organizational Chart

Chapter 2      Responsibilities

- 2.1      Director, Flight Center
- 2.2      Chief Instructor
- 2.3      Assistant Chief Instructor
- 2.4      Chief Ground Instructor
- 2.5      Flight Instructors
- 2.6      Administrative Support
- 2.7      Dispatcher
- 2.8      Aviation Maintenance Manager
- 2.9      Flight Safety Manager

Chapter 3      Staff Procedures

- 3.1      Contracts
- 3.2      Compensation
- 3.3      Benefits
- 3.4      Reimbursement of Expenses
- 3.5      Vacation Times
- 3.6      Flight Experience Outside the University of Dubuque
- 3.7      Currency Requirements
- 3.8      Flight Account Policies
- 3.9      Scheduling
- 3.10    Weekend Duty

- 3.11 Flight Record & Logbooks
- 3.12 Student Pilot Endorsements
- 3.13 End of Day Closing
- 3.14 Grievance Procedures
- 3.15 Emergency Aircraft Maintenance
- 3.16 Professionalism
- 3.17 Resignation
- 3.18 Grading and Evaluation
- 3.19 Multiple Unsatisfactory End-of-Course Attempts
- 3.20 Smoking
- 3.21 Student No-Show
- 3.22 Other Duties
- 3.23 Minimum Hours
- 3.24 Security
- 3.25 Flight Publications
- 3.26 Flight Experience and Insurance Considerations
- 3.27 Safety Program
- 3.28 Safety Meetings
- 3.29 Flight Instructor Hiring Expectations
- 3.30 Post Incident and Accident Procedures

## Chapter 4 UD Mission Support

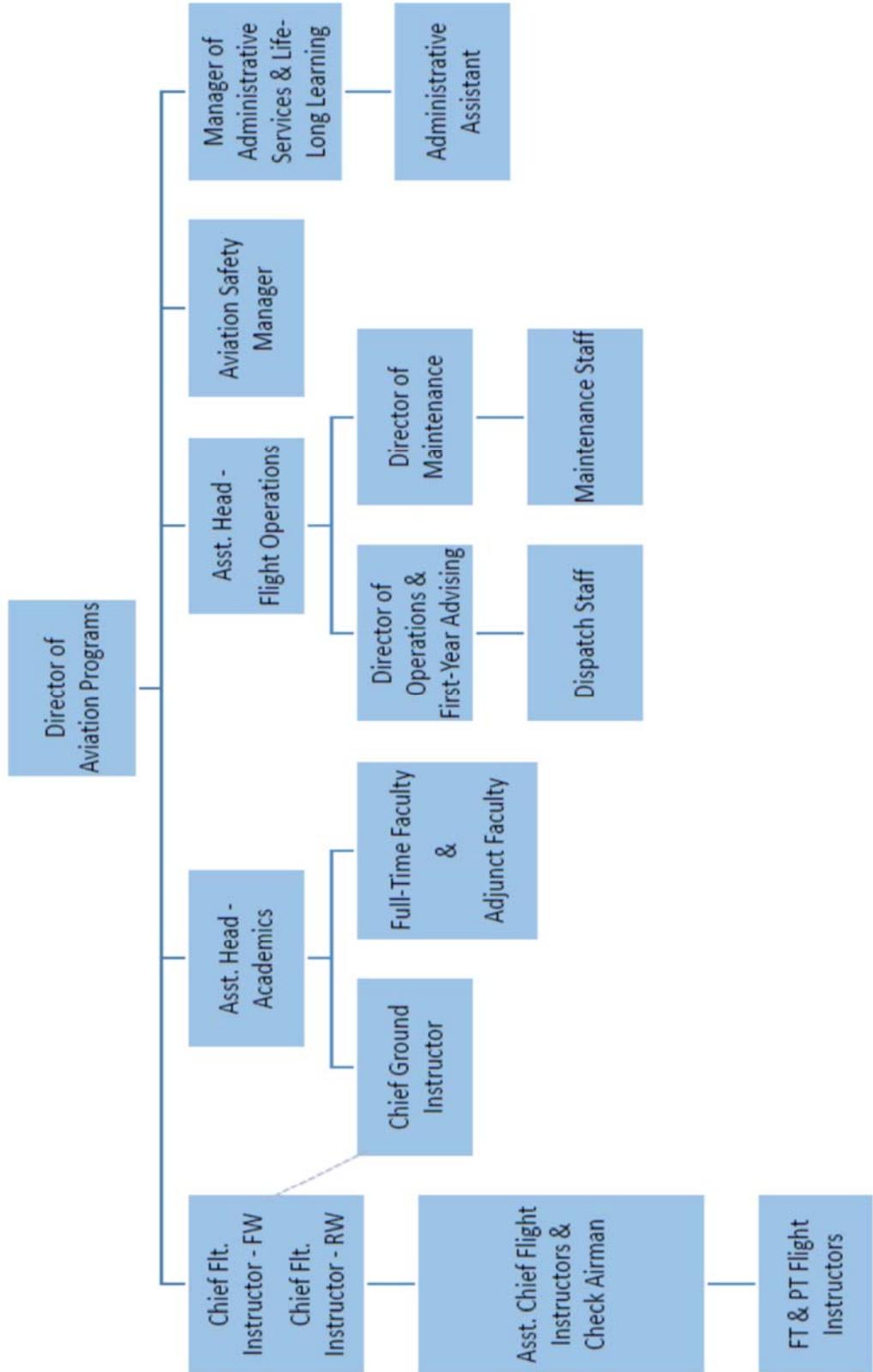
## Chapter 5 Flight Center Course Policies

- 5.1 General
- 5.2 Private Pilot Course
- 5.3 Commercial, Flight Instructor and Instrument Courses
- 5.4 Multi-Engine Course
- 5.5 Pre-Flight and Post-Flight Briefings
- 5.6 Smoking

Appendix A	Request for Days Off
Appendix B	Student Grievance Procedure
Appendix C	Notification of Completion of WIP
Appendix D	Flight Course Evaluation
Appendix E	Work Study Job Descriptions
Appendix F	Chief Flight Instructor Job Description
Appendix G	Assistant Chief Instructor Job Description
Appendix H	CFI Job Description
Appendix I	Monthly Absence Report
Appendix J	Security Awareness Form
Appendix K	Financial Aid Request Memo
Appendix L	Insurance Pilot Experience Form
Appendix M	Safety Reporting Form
Appendix N	CFI Code of Conduct

Chapter 1 ORGANIZATIONAL CHART

AVIATION DEPARTMENT ORGANIZATIONAL STRUCTURE (JUNE 1, 2017)



Aviation Department Vision and Goals  
Updated: June 2017

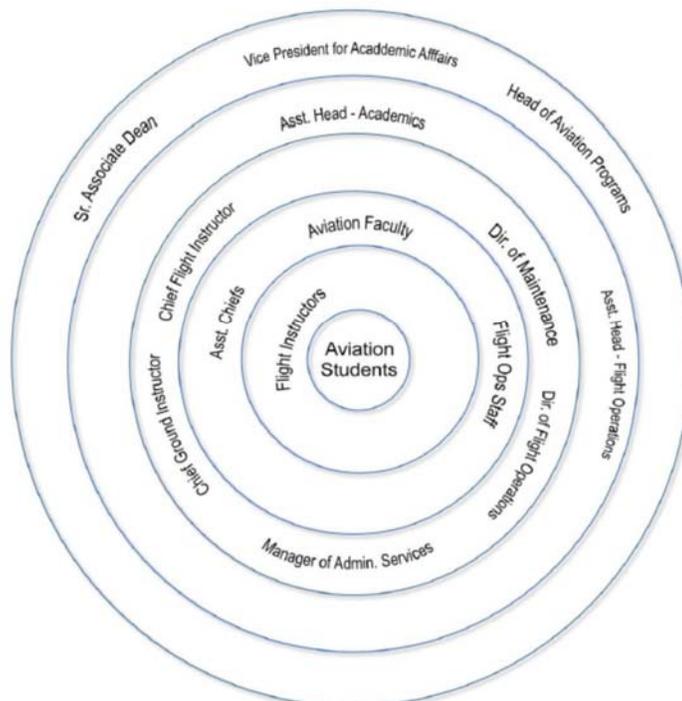
Aviation Department Vision

- ◆ Sustaining a professional, healthy and enjoyable environment where students, staff and faculty are valued, given the opportunity to grow, and where diversity of thought is encouraged
- ◆ Instilling an exceptional work ethic where integrity, safety and risk mitigation are the central core of the program, and transparency, community service, life-long learning, fairness and compassion are practiced
- ◆ Continuing our work to build a world class aviation program supporting our students in their career endeavors

Goals and Projects for 2017 - 2020

- ◆ Continue developing the Professionalism and Leadership modules within the aviation course offerings (AVI 145, AVI 233, AVI 349 and AVI 495)
- ◆ Offer students and flight instructors professional development and life-long-learning opportunities and pay incentives
- ◆ Complete new training aircraft delivery
- ◆ Continue developing the AAT Program and update course offerings
- ◆ Complete the move into new Aviation Training Facility
- ◆ Achieve FAA acceptance of the SMSVP
- ◆ Implement a new integrated Flight Operations and Training Management System
- ◆ Implement an electronic Safety Reporting, Assurance and Risk Management System
- ◆ Take delivery of a new Fight or Advanced Aviation Training Device
- ◆ Develop and implement a Masters Program for Aviation
- ◆ Seek reaffirmation/accreditation for the aviation program from AABI
- ◆ Seek FAA Part 141 approval for the Rotor-Wing program

**AVIATION DEPARTMENT SUPPORT STRUCTURE**



## Chapter 2

### RESPONSIBILITIES

#### 2.1 Director, Flight Center

The Director, Flight Center has responsibility for the safe and efficient functioning of the University of Dubuque's Flight Operations activities of the Aviation Department. The Director supervises the Chief Instructor who is responsible for the day-to-day activities of the Flight Center. The Director's responsibilities revolve around equipment, facilities, and personnel integration and acquisition. Other responsibilities focus on safe flight operations and Fiscal Year budget execution. Technology, where funding exists, should be leveraged to increase educational objectives and streamline management functions. Where possible, the Director, Flight Center will participate in flight training activities to verify safe and effective flight training.

#### 2.2 Chief Flight Instructor

The Chief Flight Instructor is responsible for the day-to-day operations of the Flight Center. He is the principle point-of-contact to the FAA for the University of Dubuque. He ensures compliance with Title 14 CFR Part 141 regulations, other applicable regulations and University of Dubuque policies. Day-to-day operations include:

- Management of flight training, to include syllabi changes, flight instruction assignments, record-keeping policies and procedures,
- Maintenance of a flight standardization program, to include instructor pilot qualifications, proficiency, course assignments, aircraft assignment, check instructor authorizations, stage-check and end-of-courses authorizations and evaluations,
- Coordinates with the Flight Safety Manager to maintain a flight safety program that includes monthly CFI safety meetings, interfaces routinely with ATC, airfield operations, and commercial operators, documents operational incidents and trends,
- Coordinates with the Aircraft Maintenance Manager to insure adequate maintenance procedures exist and coordinates routinely with maintenance staff,
- Maintains dispatch procedures to ensure aircraft are issued to qualified pilots and are air-worthy, and
- Provides student management processes that schedule pilots and aircrafts, assigns grades as appropriate, and tracks quality of training provided.

The Chief Flight Instructor may delegate duties to suitably qualified staff members. When

assignment of a duty is of a long-term nature, the Director, Flight Center will be informed. The Chief Flight Instructor will oversee the Chief Ground Instructor for compliance of Title 14 CFR Part 141 regulations. The Chief Flight Instructor will directly supervise the Assistant Chief Instructors and other Flight Instructors as he deems necessary.

Additional duties include:

- Raising student concerns and performance issues to the Chair of the Aviation Department for timely resolution,
- Daily oversight of the use and condition of the Flight Center,
- In coordination with the Director, prepares budget inputs and oversees execution and stewardship of flight operations funds,
- Make "fly" and "no fly" status decisions for individual pilots. Appeal authority is to the Director, Flight Center,
- Solicits and interviews potential flight instructor applicants,
- Assists in the management of UD Aviation Summer programs (UD for Kids, Summer School, etc.),
- In conjunction with the Director, Flight Center, develop revenue enhancing options and cost-control options to better steward the Aviation Program, and
- In conjunction with the Director, Flight Center, ensure University flight missions are assigned to appropriately qualified personnel and equipment (Admissions, introductory flights, support to President's Office, etc.).

### 2.3 Assistant Chief Flight Instructor

Assistant Chief Flight Instructors are supervised by the Chief Flight Instructor. In the absence of the Chief Flight Instructor, Assistant Chief Flight Instructors will ensure the daily activities of the Flight Center are conducted in a safe and professional manner. In general, Assistant Chief Flight Instructors will be assigned areas of responsibility such as: dispatch, scheduling, student record management, etc. When authorized, Assistant Chief Flight Instructors will perform all duties prescribed in Title 14 CFR part 141.

Assistant Chief Flight Instructor duties include but are not limited to,

- Administering stage checks and end-of-course evaluations as authorized,
- Conducting instructor initial and annual recurrent flight checks as prescribed by Title 14 CFR part 141,
- Teaching flight labs and ground school classes,
- Supervising dispatch activities,
- Scheduling of aircraft and students,

- Supervision of student workers/transportation, and
- Other duties as assigned by the Chief Instructor.

#### 2.4 Chief Ground Instructor

The Chief Ground Instructor reports to the Chief Flight Instructor for all 14 CFR 141 issues. The Chief Ground Instructor is an aviation faculty member and reports to the Aviation Department Head for all non-part 141 issues.

The Chief Ground Instructor will,

- Mentor all assigned ground instructors,
- Conduct a classroom visit for a new ground instructor within the first 3 weeks of the academic term,
- Review annually each ground instructor's course flow, text books, electronic delivery methods, etc.,
- Coordinate with the Department Head to ensure that TSA requirements and briefings for ground instructors are up to date,
- Participate in all flight standardization training as required by the Chief Flight Instructor, e.g. annual flight standardization training, CFI meetings, safety management reviews, safety meetings, etc.,
- Maintain records that comply with 14 CFR 141 and track pass rates, areas of weakness, scores, etc.

#### 2.5 Flight Instructors

Generally, each instructor pilot is responsible to the Chief Flight Instructor through an Assistant Chief Instructor. All new pilots will be on a ninety-day probation period. At the end of the probation period the instructor pilot will be evaluated on the progress of their students, flying aptitude, personal attitude and adherence with FAA and UD regulations, policies and procedures.

Instructor pilots are responsible for each flight and aircraft to which he or she is assigned and for full compliance with all FAA and University of Dubuque regulations. The instructor, not student, is responsible for ensuring that the aircraft is properly signed out, airworthy and serviceable for any flight. In addition, the instructor must ensure that all weather and other conditions stated in the University of Dubuque Flight Operations Student Manual are suitable for Flight training. Additionally, instructors are expected to update their student records at

the end of each flight.

Each instructor pilot will be responsible for keeping current with all regulations, flight training techniques, and FAA minimum or maximum flight time requirements. Also, instructor pilots are required to keep their medicals and FAA Airmen's Certificates up to date and to provide copies to the Chief Flight Instructor.

Full-time flight instructors will, as required, perform weekend instructor duties as specified by the Chief Flight Instructor.

Flight Instructors will perform other duties as assigned by the Chief Flight Instructor, Assistant Chief Instructor or designated Supervisor that support the mission of the University.

## 2.6 Administrative Support to the Flight Operations Center

The Flight Center has limited administrative support. Support is generally provided by student workers and the Business Office Manager on a time available basis. The Business Office Manager generally provides support to the Flight Center in the following priority:

- Aircraft Log processing and quality assurance,
- Computer test center administration,
- Timesheet processing, and
- Administrative support to the Chief Flight Instructor.

## 2.7 Dispatcher

Flight dispatchers are responsible to the designated Assistant Chief Instructor for the integration of aircraft, flight instructors and students into a coherent flight scheduling process. Duties include but are not limited to:

- Daily publishing of a flight schedule,
- Maintaining a master flight schedule,
- Operate / manage the Flight Center courtesy vehicle,
- Supervising student dispatch workers,
- Opening and closing the Flight Center as assigned,
- Ensuring positive control of aircraft keys, credit cards and dispatch books,

- Quality assurance of student records,
- Ensuring Flight Center is always presentable and professional in appearance, and
- Coordinates with the Aircraft Maintenance Manager in tracking critical inspections.

## 2.8 Aviation Maintenance Manager

The UD Aviation Maintenance Manager is responsible to the Director, Flight Center for ensuring that aircraft available to the Flight Center are safe and maintained in accordance with applicable FARs and policies of the University of Dubuque. Duties include but are not limited to,

- Scheduling aircraft maintenance for UD,
- Managing the flow of aircraft into scheduled maintenance,
- Performing required maintenance tasks,
- Arrange for aircraft to be ferried to maintenance vendors, as required,
- Reviewing individual aircraft squawk sheets to determine airworthiness,
- Advising the Chief Flight Instructor when scheduled and unscheduled maintenance will impact the master training schedule,
- Working closely with the Director, Flight Center and the Business Manager to ensure purchase orders for maintenance allow for timely processing of payments,
- Managing the aircraft oil inventory and when necessary, other critical parts and components,
- Ensuring aircraft are clean and in a professional looking condition,
- Ensuring the hangar is always presentable for prospective students and their parents,
- Providing a monthly status report to the Director, Flight Center and the Business Manager,
- Assisting Business Manager with Hobbs hour discrepancies, and
- Ensuring daily that the Tach hours are accurate and maintenance records are updated.

## 2.9 Flight Safety Manager

The UD Flight Safety Manager is responsible to the Director, Flight Center for the management of a proactive safety management system. Specific duties include but are not limited to:

- Advocating for all students and staff to comply with safe ground and flight operations,
- Report all safety concerns and issues to Director, Flight Center, and if deemed necessary, to the VP-AA,

- Coordinate, as required, with the Chief Flight Instructor, Aviation Maintenance Manager, and Dispatch to assure safe operations,
- Interface with ATC, FBO, and Airport Operations to assure safe practices for all UD flights,
- Administer Safety Management System for the purpose of establishing a quality flight training safety culture,
- Maintain an integrated safety SOP,
- Assist with the management of the Aviation Department's drug and alcohol program,
- Ensure accessibility; advocate and avoid the function of discipline except for on-the-spot corrections associated with safety and professionalism,
- Attend all CFI meetings and standardization activities,
- Run semester safety meetings to include guest speaker arrangements,
- Ensure recurrent FIRC programs are available for the CFI staff as needed, and
- Seek to improve safety knowledge and programming.

# Chapter 3

## FLIGHT CENTER

### POLICIES AND PROCEDURES

This chapter states some of the policies and procedures applicable to the staff assigned to the Flight Center. Should any situation arise that is not covered in these guidelines then the University Faculty Handbook, the Student Handbook, the Chief Flight Instructor or the Director, Flight Center should be consulted.

#### 3.1 Contracts

The flight instruction staff will be issued appointments on an individual basis that will establish salary and duration of employment. Flight Instructors with a hobbs hour flying incentive will be paid for Executive, Admission, maintenance, and instruction flights. Only one pilot will receive compensation per hobbs hour. Flight instructors under-going standardization training are not eligible for the flying incentive pay.

#### 3.2 Compensation

Compensation will be as stated in your appointment letter. Major additional responsibilities and ground school teaching assignments are eligible for supplemental pay. UD uses the following rubric when assigning duties and compensation:

- A. Entry level Part-time Flight Instructor
- B. Part-time Flight Instructor
- C. Full-time Flight Instructor
- D. Senior Flight Instructor
- E. Check Instructor
- F. Assistant Chief Instructor
- G. Chief Instructor
- H. Director, Flight Center
- I. Support Staff
  - 1. Office Manager
  - 2. Dispatcher
  - 3. Aviation Maintenance Manager
  - 4. Maintenance Technician
- J. Student Workers
  - 1. Office

2. Dispatch
3. Maintenance

### 3.3 Benefits

Full-time staff are eligible for supplemental benefits such as medical and dental insurance, participation in the retirement plan, disability insurance, etc. Information and program participation can be arranged through the Human Resources Office.

### 3.4 Reimbursement of Expenses

Staff members may be eligible for reimbursement of non-routine expenses. Consult the Aviation Business Manager when in doubt. An employee expense form obtained from the University website, Campus Forms, must be submitted and an original receipt must accompany the request for reimbursement.

### 3.5 Vacation Times

Each full-time staff member will receive paid vacation in accordance with the University of Dubuque policies and procedures (see HR with questions). Vacation should be taken during the summer session [beginning of June to end of July] or during the semester break [mid-December to mid-January]. If vacations are desired at other times, consult your supervisor. A Request for Days Off Form must be submitted to request time off, [See Appendix A] and at the end of each month, whether vacations were taken or not, a Monthly Absence Report must be turned in to the Business Office. [See Appendix I]

### 3.6 Flight Experience Outside the University

Full time instructors will not cancel their ground school or flight instruction of students to conduct flights for other organizations. If they do not have any assigned students or work to perform, they should contact students to come in for a lesson or consult with their assigned supervisor. Part time flight instructors may undertake flight for other organizations so long as these flights do not result in cancellations of UD flight students.

### 3.7 Currency Requirements

UD will assist full time Flight Instructors to maintain currency as follows:

- Compensation for FAA medicals (up to the approved level),

- Compensation for FAA approved Flight Instructor seminars, as needed,
- One (1) hour of simulator time per month, and
- Currency day/night will be compensated at the rate of 1.0 Hobbs meter hour in any combination of aircraft for each fall and spring semester.

### 3.8 Flight Account Policies

The Flight Instructor will not fly with any student with a negative account balance in their Flight Activity Account unless approved by Dispatch. The Director, Flight Center may authorize exceptions to this policy in accordance with UD current policies and procedures.

### 3.9 Scheduling

All flights will be booked through Total FBO, dispatched prior to take-off, and dispatched in upon arrival. Aircraft binders are to be checked for appropriate keys and credit cards and placed back into storage. Flight students normally will be assigned to 3 one hour-45 minute flight blocks per week (MWF or TRS).

### 3.10 Weekend Duty

A member of the Flight Center instructional Staff will be assigned to provide flight instructor coverage on weekends. The Chief Flight Instructor will establish duties and schedules. The Chief Flight Instructor or Assistant Chief will be available as prescribed by Title 14 CFR Part 141. The Duty Instructor may fly locally and be available on company radio frequency if required as long as there is someone qualified to ensure proper functioning of the Flight Center.

### 3.11 Flight Records and Logbooks

Flight training records will be maintained for each pilot/student in accordance with the University of Dubuque flight syllabus and updated at the end of each flight. Student flight records will not be removed from the UD Flight Operations Center.

### 3.12 Student Pilot Endorsements

- Instructors will ensure all pre-Solo, 90 day and other student endorsements are current and correctly entered in the student's logbook and certificate, and

- Cross-country endorsements will be valid only for the day on which the student's flight planning is to be completed. It is strongly encouraged that flight instructors stipulate any special weather and wind conditions on the endorsement. The student must file separate flight plans for each leg of the cross-country. It is the Instructor's duty to ensure that the student's flight planning is correct and that the student is properly and fully briefed for the flight.

### 3.13 End of Day Closing

The Chief Flight Instructor is responsible for establishing the daily routine for opening and closing the Flight Center. At a minimum, the last instructor leaving the Flight Operations Center will be responsible for insuring that all hangar doors are locked, all keys returned, all lights are turned off and the Flight Center is locked. If students are due in after closing, arrangements must be made with that pilot/student.

### 3.14 Grievance Procedures

If any operational or student concerns arise during normal operations, The Chief or Assistant Chief Instructor must be consulted. Any recommendations for action should be directed to the Chief or Assistant Chief Instructor for consideration and necessary action. The Grievance Procedure is described in Appendix B.

### 3.15 Emergency Aircraft Maintenance

Contact maintenance staff for all issues.

### 3.16 Professionalism

The goal of the University of Dubuque is to provide thorough and professional flight preparation for our students. To accomplish this goal, the Flight Instruction Staff must conduct and present themselves in a professional manner at all times.

#### A. Values

1. The Flight Center Staff must demonstrate the highest business ethical standards when dealing with our students.
2. A safe and productive work environment requires the active elimination of recognized hazards.

3. Creation of a work environment where everyone can achieve their highest potential is essential. Therefore, the Flight Center will not tolerate sexual advances, actions, or comments, the use of racial or religious slurs, or any other conduct at the Flight Center that creates, in the judgment of the University, an intimidating or otherwise offensive environment.
4. The aviation industry requires a drug free environment. The UD Flight Center staff must remain free from the effects of all drugs; legal and illegal drugs and alcohol.
5. Flight Center Staff must respect and protect University of Dubuque property. Flight Instructors, in particular, must be alert to any situation or incident that could lead to loss, misuse, or theft of property and equipment.
6. Confidential information of students and staff members of the University must be protected. All records and data should be considered proprietary unless authorized for released by a supervisor.
7. All staff and students must understand their obligation to carry out all activities in a manner that promotes a clean, safe, and healthful environment.
8. Actively support the University CFI Code of Conduct.

#### B. Punctuality

This is extremely important in the aviation industry and is expected of our staff and students. Instructors should be in their offices at least 15 minutes before a scheduled booking or ground lesson.

#### C. Dress Code

1. Professional attire is required. Flight instructors are expected to be in a shirt and tie with clothes washed, pressed, and presentable in a corporate professional manner.
2. Business casual is acceptable year round provided slacks and collared UD shirts are worn (Aviation Department shirts preferred). Shorts, cargo pants, jeans, or athletic shoes of any type are not considered business casual.
3. Shirts will always be worn tucked in (males and females).
4. Special events may dictate a dress standard different than above.

### 3.17 Resignation

Resignations should be submitted to the Chief Instructor with a copy to the Director of the Flight Center two [2] weeks prior to the proposed last day of employment.

### 3.18 Grading & Evaluation

Grades are based on excellence; criteria for consideration are:

- A. Showing up for the scheduled training.
- B. Showing up on time.
- C. Being prepared for training – have the correct equipment and have studied the correct material.
- D. Having a receptive attitude during training.
- E. Completing their course of instruction within a reasonable time and hour limitation – generally during the current academic year.
- F. Performance during stage checks and end-of-course evaluations.
- G. Demonstrating a safety first attitude.

Upon completion of each flight course, the grade evaluation sheet in Appendix C will be filled out by the last assigned flight instructor. Student/Flight Instructor Evaluations will be completed after all end-of-course examinations (see Appendix D).

### 3.19 Multiple Unsatisfactory End-of-Course Attempts

If a student has 3 unsuccessful attempts on an End-of-Course evaluation, they must receive a minimum of 3 hours of training from a Certified Flight Instructor before being signed off for a 4<sup>th</sup> attempt, which will include a full evaluation with a different examiner. If the student has more than 6 unsuccessful attempts, they will do a full evaluation with the Chief Flight Instructor. If this also has an unsuccessful result, it will be grounds of removal from the Part 141 training and they will need to finish under Part 61.

### 3.20 Smoking

The only authorized smoking area is in the parking lot near the north door of the Flight Center. [Door facing farm house] In accordance with Iowa state law, smoking is not allowed within 50 feet from the building entrance.

### 3.21 Student No-shows

If a student fails to advise their instructor of a cancellation 24 hours in advance they may be charged a “no-show” fee. As part of the no-show charge the instructor will receive compensation equal to the amount of one billed hour of ground time. Instructors are to record the no show by adding an instruction invoice in TFBO and using instruction code

“Instruction-No Show”. The first student no-show for a flight lab will require the student’s flight instructor to counsel the involved student. A second no-show will result in a referral to the Assistant Chief Flight Instructor overseeing dispatch operations. After three failures to report timely to a flight lab, students will be placed in an “arranged” status and removed from the master flight schedule.

### 3.22 Other Duties

Full time flight instructors, when not instructing, are expected to assist with normal housekeeping, and routine day-to-day activities.

### 3.23 Minimum Hours

Full-time Flight Instructors, regardless of the flight schedule, are expected to be in the Flight Center no later than 9 a.m., Monday through Friday unless granted compensatory time by their assigned supervisor. Flight Instructors departing the Flight Center prior to 4 p.m. should check out with their supervisor.

Students will be scheduled for flight training on a regular basis Monday through Saturday. Flight instructors are expected to be available for students on Saturday or have arranged for a guest instructor.

Dispatch can, without consultation, assign the instructor to flight duties any time between 7 a.m. and 6 p.m., Monday through Saturday.

Exceptions to the above will be addressed to their assigned supervisor. The supervisor will consider crew endurance issues and allow for safety and health concerns. At no time will a flight instructor be allowed to fly more than 8 Hobbs hours in a 24 hour period.

### 3.24 Security

#### A. Flight Instructors

Security continues to be an area of emphasis for the University and for the entire United States. Flight Instructors remain the primary group of UD employees responsible for early warning and identification of problem areas. Flight Instructors are expected to ensure the following on a daily basis:

1. Aircraft keys will only be issued to pilots/students with solo privileges.
2. Pilots/Students without solo privileges will be escorted at all times while on the airside of the airport (including hangars).
3. Pilots/Students paying with large sums of cash will be brought to the attention of the Chief Flight Instructor or Director, Flight Center.
4. Pilots/Students who only want to be taught a specific skill will be brought to the attention of the Chief Flight Instructor or Director, Flight Center.
5. Pilots/Students who suddenly leave the Flight Program will be brought to the attention of the Chief Flight Instructor or Director, Flight Center.
6. Any other actions that appear to be inappropriate, suspicious or inconsistent will be brought to the attention of the Chief Flight Instructor or Director, Flight Center.

#### B. Security Awareness Training

1. All Flight Center employees will receive initial security awareness training prior to starting their duties at the Flight Center.
2. Additionally, the following campus personnel within 60 days of starting their job with UD will receive initial training from the Director, Flight Center, or Chief Ground Instructor.
  - a. Dean of Admission
  - b. Director, International Admission
  - c. Director, Student Accounts & Loans
  - d. Ground School Instructors
3. Initial Training Records
  - a. Flight Instructors: Chief Flight Instructor will ensure all flight instructors complete the web based TSA Security Awareness Training prior to being assigned students. The record will be maintained in the flight instructor's standardization record.
  - b. Academic Course Ground Instructors: Chief Ground Instructor will ensure all academic ground instructors complete the web based TSA Security Awareness Training prior to the start of an academic course. The record will be maintained in the ground instructor standardization record.
  - c. Campus and Flight Center Personnel other than Ground Instructors: Director, Flight Center will ensure all personnel not identified as a flight or ground instructor are appropriately trained and a record of that training will be maintained in the Aviation Business Office at the Flight Center.
4. The University of Dubuque will utilize the provisions of 49 CFR 1552.23 for recurrent security awareness training. In general, recurrent training will follow the following format:

- a. Review security procedures with emphasis on recent changes.
  - b. Identify all security violations during past year and brief potential future problems.
  - c. Clarify threats and solicit discussion on future threats.
  - d. Identify future security plans and procedures and solicit discussion on additional security needs.
5. Recurrent Security Awareness Training: All recurrent training for flight instructors and campus personnel will be the responsibility of the Director, Flight Center. This individual will ensure all recurrent training is documented using the form found in Appendix J.
  6. Records of initial and recurrent training will be maintained for a minimum of one year after the departure of any UD employee.

### C. Students

No students will start flight training without proof of citizenship and, if required, appropriate approval from the Transportation Security Administration (TSA).

**Option 1.** U.S. citizens must provide a valid U.S. passport which must be inspected by the Chief or Assistant Chief Flight Instructor. A copy will be made, a note will be made on the copy by the authority validating the passport, and it will be placed in the training record of the student. Records will be maintained for 5 years.

**Option 2.** The U.S. citizen will provide a certified birth certificate (with raised seal) and a government issued ID card. The Chief or an Assistant Chief Flight Instructor will copy and validate with their signature the birth certificate and ID card. The copies will be maintained in the student training record for 5 years.

Non U.S. citizens will utilize the following process:

1. Student presents a current passport (make a copy for training records).
2. Student registers and applies for training with TSA (Flight Center validated registration).
3. Student pays TSA processing fee.
4. TSA preliminary decision is received.
5. Student submits fingerprints to TSA.
6. TSA confirms receipt of fingerprints and fee and allows flight training to begin.

7. Student photo taken on first day of flight training and sent to TSA.
8. Records will be maintained for 5 years.

### 3.25 Flight Publications

Every full-time Flight Instructor and selected Aviation Faculty will receive the following:

1. Apple iPad
  - A. The Apple iPad is a UD asset and must be returned when employment ceases.
1. Foreflight Mobile HD
  - B. Each CFI will pay for their Foreflight Mobile HD subscription at the special UD discount and will be reimbursed for their expense.

If other flight publications are needed they will be at the expense of the student or the instructor. The Business Manager will approve all publication purchases paid for by UD.

### 3.26 Flight Experience and Insurance Considerations

	<b>Multi-Engine</b>	<b>Single Retractable</b>	<b>Single Fixed</b>
<b>Professional Crew (PIC)</b>	Standardized MEI 50 PIC ME CFII Instrument Current 10 Hrs PIC in type	Standardized CFI 10 Hrs PIC in type CFII Instrument Current	CFII Instrument Current
<b>Instruction</b>	Standardized MEI	Standardized CFI	Standardized CFI

### 3.27 Safety Program

Safety Management Systems (SMS) are the cornerstone of aviation safety throughout the industry. SMS is, in fact, a regulatory requirement for air carriers by ICAO and even used by industries outside of aviation. The FAA has set forth guidance for implementing SMS programs to help match the ICAO framework and provide standardization for aviation service providers (e.g. pilot schools) in AC 120-92A (or current revision).

Program elements:

1. Flight instructors set the example.

2. All students have an inherent responsibility to mitigate risk via personal actions and compliance with rules, regulations, and procedures.
3. Safety newsletters and meetings allow for the department to highlight areas of concern to all pilots and support current policies.
4. Ramp and hangar safety primary point of contact is the Aviation Maintenance Manager.
5. For airport, training area, and flight procedures, the safety point of contact is the designated Flight Center Safety Manager or an Assistant Chief Instructor.
6. All supervisors, Chief Flight Instructor, Program Director, and the President of the University have an inherent responsibility to mitigate risk when unsafe or marginal practices are identified.
7. The primary method to report and track safety issues is to use the *Safety Reporting Form* found in Appendix M of this manual.

Implementing the above program elements begins the process of building a true safety culture. Ensuring a proper safety culture is key in ensuring that all personnel involved are promoters of safety and actively value safety. There are four components or pillars that are essential for a safety-oriented management system:

#### 1. Safety Policy and Objectives

- 1.1 Management Commitment and Responsibility: The Director, Chief Flight Instructor, Aviation Maintenance, and Safety Manager will meet at the end of each semester to review all safety reporting forms and other pertinent information. The goal of this meeting will be to find the truth and facilitate change.
- 1.2 Safety accountabilities: UD has defined safety roles and responsibilities for all personnel within the organization. There are several scenarios which may require input or assistance from different personnel. Procedures and direction are in place to ensure the correct people are contacted in these cases.
- 1.3 Key Safety Personnel: The Flight Center Safety Manager is in a position which has the responsibility and authority to ensure SMS processes are established, implemented, and maintained; report to upper management on the performance of SMS and areas for improvement; and ensure the promotion of safety expectations throughout the organization.
- 1.4 SMS Documentation and Records: UD has safety policies, objectives, and procedures set forth in several documents: Flight Center Staff Manual, Student Manual, and Safety Manual. These documents provide guidance as to what is expected of UD aviation personnel at all levels. These documents are all reviewed periodically and updated to reflect current policies and procedures.

#### 2.0 Safety Risk Management (SRM)

- 2.1 Hazard Identification and Analysis: Self-reporting is key to the success of the new safety program. It is expected that all aircraft and equipment damage will be reported, no matter how small. When in doubt, fill out pertinent sections of the Safety Reporting Form. This applies to personal injuries, actions by others (UD or otherwise) and any other issues that impact UD's safe working and flying environment. Safety Reporting Forms will be placed throughout the Flight Center Complex and Aviation Campus Offices to include faculty and staff offices, and Hangars. These reports can be submitted by anyone and also have the option to be submitted in an anonymous manner. These reports are first analyzed by the Flight Center Safety Manager and then distributed throughout the organization as necessary to ensure adequate dispersal of safety pertinent information.
- 2.2 Risk Assessment and Control: Processes are in place to analyze, assess, and control risk. When safety (or hazard) reports are received, the potential hazards identified are recorded. Hazards are then assessed via an assessment matrix to determine total risk based on likelihood and severity. New policies and procedures may be used to mitigate risk as appropriate.
- 2.3 Assurance: The UD Administration will take no punitive action against any faculty, staff, or student who voluntarily discloses, via a safety reporting form, any poor practice, procedural, or rule violation. Failure to self-report in a timely manner voids the non-punitive action guarantee. UD will attempt to get the FAA involved in our process, but only if a written agreement accepts the UD non-punitive guarantee.

### 3.0 Safety Assurance (SA)

- 3.1 Safety Performance Monitoring and Measurement: The Safety Manager is responsible for the continuous monitoring of the data. Additional support comes from key personnel within the department. This will ensure conformity to the safety program form at all levels. Audits are performed regularly from an internal perspective in conjunction with SMS classroom activities. This will ensure up-to-date practices and enhance awareness throughout the aviation program at UD.
- 3.2 Management of Change: These monitoring processes and audits will allow for opportunities to point of areas which require improvement. The results will be brought to the attention of the Safety Manager and other key personnel. Improvements or changes to the program will take place to accommodate best practices.
- 3.3 Continuous Improvement: Proactively and predictively attempting to improve the SMS program will act to ensure the highest levels of safety. Identifying hazards before they result in catastrophic events will aid in improving safety and attempting to avoid accidents. Managerial review will continually take place to ensure policies and procedures are up to speed with current technology and environmental considerations.

### 4.0 Safety Promotion

- 4.1 Competencies and Training: Yearly standardization meetings will ensure that all UD personnel are aware of SMS procedures throughout the department. It is imperative that all employees are aware of policies and procedures for hazard reporting so that the program may succeed. Proper training as to how to best incorporate SMS practices into everyday operations will be included in standardization of all UD staff.
- 4.2 Communication and Awareness: UD holds regularly scheduled Safety Meetings. These meetings serve as a means to relay safety pertinent information to students and staff to raise awareness. Additionally, outside contributors are brought in to talk about current issues in the aviation industry.

Remember, the goal is to find the truth, facilitate change, and through training, reduce our exposure to risk. UD is committed to continual improvement. The trust placed in the system will generate enhanced training which is enhanced safety.

**Be professional. Be safe. Excellence in training will be your results.**

### 3.28 Safety Meetings

Instructors, students, and members of the UD flying community must attend scheduled safety meetings to retain UD pilot-in-command privileges. Pilot-in-command privileges expire at the end of the month in which a safety meeting is scheduled unless the following has occurred:

- A. Attendance at the safety meeting.
- B. Make-up attendance of the safety meeting.
  1. Flight Instructors will meet with the Flight Center Safety Officer for any make-up requirements.
  2. In turn, all other flight personnel will meet with their assigned Flight Instructor and will be briefed on the content and subject matter covered at the safety meeting. It is expected that Flight Instructors will bill the appropriate ground instructor charge.
- C. Generally, UD safety meetings will take place in the following format:
  1. Welcome by Safety Officer.
  2. Administrative remarks by Aviation Department Head.
  3. Administrative remarks by Chief Flight Instructor.
  4. Operational problems and seasonal considerations by the Safety Officer.
  5. Special topic presentation.
  6. Programmed meeting is designed not to exceed one hour.

### 3.29 Flight Instructor Hiring Expectations

The 4 flight instructor classifications are Entry Level Flight Instructor, Part-Time Flight Instructor, Full-Time Flight Instructor, and Senior Flight Instructor. The Chief Flight Instructor recommends to the Director, Flight Center persons for appointment to the appropriate Flight Instructor position when positions are open and programmed flight activity is sufficient to justify a hiring action. Resumes are maintained by the Chief Flight Instructor and are updated each Fall and Spring Semester. Persons without an updated resume are assumed to no longer have an interest in a Flight Instructor position with the University. Resumes should indicate the days of the week and the hours of the day a potential Flight Instructor would be available to conduct flight instruction.

A. **Entry-Level Flight Instructor:** Entry-Level Flight Instructors are students enrolled at UD as an upper-division student (greater than 58 credits). Qualifications are as follows:

1. Minimum

- a. Junior or Senior class standing
- b. CFI-A
- c. GPA 3.0

2. Preferred

- a. Senior
- b. CFII
- c. Familiar with TCOs and Flight Training Equipment

Entry-Level Flight Instructors must maintain a 2.75 GPA to retain CFI position and will be paired with a Full-Time Flight Instructor or experienced Part-Time Flight Instructor for mentoring activities. Entry-Level Flight Instructors may be promoted to Part-Time or Full-Time Flight Instructor if they have established a good instructional record as defined by student progress, high pass rate on stage checks and end-of-course examinations, customer service complaints, compliance with Flight Center policies and procedures, student/instructor evaluations, and mentor recommendation. An entry-level appointment will automatically expire 3 months after graduation.

B. **Part-Time Flight Instructor:** Part-Time Flight Instructors are generally hired from the local community and may be flight instructors promoted from an Entry-Level Flight Instructor

position. Qualifications are as follows:

1. Minimum
  - a. 4 year college degree or 400 hours dual given
  - b. CFII
  
2. Preferred
  - a. Aviation related bachelor degree
  - b. CFIAIM
  - c. 500 total time
  - d. 100 dual given

Part-Time Flight Instructors may be considered for promotion provided they establish a good record of instruction. Again that record is defined primarily by student progress, high pass rate on stage check and end-of-course examinations, customer service complaints, compliance with Flight Center policies and procedures, and student/instructor evaluations. New Part-Time Flight Instructors can be expected to be assigned a mentor.

C. Full-Time Flight Instructor: Entry-Level and Part-Time Flight Instructors may be promoted to Full-Time Flight Instructor provided a good record of instruction has been established. When deemed necessary by the Director, Flight Center a request for a job posting on the UD website will be made as well as any recommendations for appropriate advertising for the vacant Full-Time Flight Instructor position. Qualifications are as follows:

1. Minimum
  - a. 4 year college degree
  - b. CFII
  
2. Preferred
  - a. Aviation related bachelor degree
  - b. CFIAIM
  - c. 500 total time
  - d. 100 dual given

D. Senior Flight Instructor: A Full-Time Flight Instructor with 2 years of service as a Full-Time Flight Instructor with over 400 dual given at UD and a Chief Flight Instructor recommendation.

Full-Time Flight Instructors are considered salaried employees and receive a base pay with hourly incentive and are benefits eligible. When students are in residence during the Fall, J-Term, and Spring Semesters, flight instructors will be scheduled for instruction Monday – Saturday.

### 3.30 Post Incident and Accident Procedures

All incidents and/or accidents involving a UD aircraft under power will be subject to mandatory drug and alcohol testing. All students and flight instructors will be directed to the Flight Safety Manager for current procedures. Drug testing will be done at a nearby medical facility and alcohol testing will be conducted by the UD Security and Safety Department. Random drug and alcohol testing is authorized in the Aviation Department. Failure to submit to testing is grounds for employment dismissal and/or student disenrollment.

## Chapter 4

### UD MISSION SUPPORT

Flights in support of the University officials or University business will follow these procedures:

1. If an unscheduled delay occurs when away from Dubuque, the pilot will contact the Executive Transportation Supervisor or Director, Flight Center by phone.
2. Passengers other than those for whom the flight is being made will not be

permitted on a flight unless approved by the Executive Transportation Supervisor or Director, Flight Center.

3. The pilot to fly the mission flight will be present at the Flight Center at least 1 hour prior to the scheduled departure.
4. The aircraft will be parked as close to the Flight Center or FBO as possible for boarding or deplaning.
5. The pilot will offer to load and unload the passenger's baggage. If assistance is needed, try to obtain help from the Flight Center.
6. There will be no smoking on UD aircraft by anyone and passengers will so be briefed.
7. The pilot will do everything possible to see that the passengers are comfortable and will comply with all reasonable requests made by the passengers. Passengers will be fully briefed before the flight as required by Title 14 CFR 91.519.

## Chapter 5

### FLIGHT CENTER POLICIES

#### 5.1 General

Listed below are the day-to-day policies for operations at the Airport. Many of the following policies will be detailed in the Student Flight Operations Manual. All flight instruction will be given by a certified flight instructor employed by the University of Dubuque.

#### 5.2 Private Pilot Course

All Flight Instructors will comply with the approved FAA curriculum for the Private Pilot

Course as well as Parts 141 and 61 and the Private Pilot Practical Test Standards. Particular attention is directed to the ground instruction requirements, which should be utilized to develop a philosophy of flying safety as well as instruction on flight maneuvers.

- A. Student Pilot Limitations: All student flight operations must be cleared by a UD flight instructor present at the airport or in the immediate vicinity at the time of take-off.
  
- B. Weather Check Requirements for Student Solo Flights: Each student will make a complete weather check prior to take-off.
  
- C. General Rules for Student Operations
  - 1. Prior to the first solo flight, each student shall be examined concerning his/her knowledge and understanding of airport traffic rules and the Aircraft Owner's Manual.
  - 2. Pre-solo student pilots will be accompanied by an instructor at all times while airside. Pre-solo student pilots will not start an aircraft unless an instructor is with them in the aircraft.
  - 3. All student pilots will understand and comply with the limitations stated in 14 CFR 61 and 91.
  - 4. All student pilots, in all phases of training, will use checklists. This is a cardinal principle of operation.
  - 5. A student pilot will not land at any other airport than those approved by a flight instructor in the flight and planning phase. OFF AIRPORT LANDINGS ARE STRICTLY PROHIBITED.
  - 6. A student pilot solo will not attempt or execute a simulated forced landing.
  - 7. No instructor will descend on simulated forced landings below 500 ft. AGL. The Chief Flight Instructor or the Assistant Chief will immediately discontinue the training of any student who consistently demonstrates a lack of a sense of responsibility or a disregard for safety. It is the duty and responsibility of flight instructors to bring such behavior to the attention of the Flight Safety Manager or their assigned supervisor.
  - 8. In the event a student pilot on a solo cross country flight has any question concerning weather, equipment, or any unforeseen problem, he/she is to immediately call the Flight Center. The student will not take off before consulting a Flight Instructor, Chief Flight Instructor, Assistant Chief, or

# Appendices

A	Request for Days Off
B	Student Grievance Procedure
C	Notification of Completion of Work-in-Progress Form
D	Flight Course Evaluation
E	Work Study Job Descriptions
F	Chief Flight Instructor Job Description
G	Assistant Chief Instructor Job Description
H	Certified Flight Instructor Job Description
I	Monthly Absence Report
J	Recurrent Security Training
K	Financial Aid Request Memo
L	Insurance Pilot Experience Form
M	Safety Reporting Form
N	CFI Code of Conduct

## Request for Days-Off

Name \_\_\_\_\_ Date \_\_\_\_\_

Day (s) requested off \_\_\_\_\_

Reason for request \_\_\_\_\_

Students normally scheduled during time requested off:

<u>Name</u>	<u>Course</u>	<u>Lesson</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____
_____	_____	_____

All students must be distributed to other flight instructors when possible and notified of any planned absences.

I certify that all students have been properly handled and that my schedule is free for the requested days off.

\_\_\_\_\_  
Flight Instructor

\_\_\_\_\_  
Supervisor

\_\_\_\_\_  
Date

## **Student Grievance Procedure**

**Students will be informed of any adverse administrative actions in writing from the Chief Instructor. These include suspension from flying and disenrollment from a course of instruction.**

**Students may appeal these actions to the Chairperson of the Aviation Department. Further redress is available as appropriate to the Vice President of Academic Affairs or the Dean of Student Life.**

# UNIVERSITY OF DUBUQUE FLIGHT OPERATIONS

## Grade Sheet

Student \_\_\_\_\_ ID# \_\_\_\_\_

FLI# \_\_\_\_\_ Course Title \_\_\_\_\_ Hours \_\_\_\_\_

Semester Student Registered for this Course \_\_\_\_\_

### Flight Instructor Grade Recommendations:

Attendance	20%	x	_____	=	_____
Knowledge	10%	x	_____	=	_____
Daily Grade	35%	x	_____	=	_____
Stage Checks	35%	x	_____	=	_____

### Grading Scale

A 4.00  
A- 3.67  
B+ 3.33  
B 3.00  
B- 2.67  
C+ 2.33  
C 2.00  
C- 1.67  
D+ 1.33  
D 1.00  
D- 0.67  
F 0.00

Recommended Course Grade \_\_\_\_\_

  
Numerical  
Letter

Instructor \_\_\_\_\_

Date \_\_\_\_\_

---

### FOR OFFICE USE ONLY

Final Grade \_\_\_\_\_ A \_\_\_\_\_

Chief Flight Instructor Michael Glynn \_\_\_\_\_

Signature \_\_\_\_\_

Date \_\_\_\_\_

Grade Recorded:

Computer \_\_\_\_\_

Grade Sheet \_\_\_\_\_

Please turn over to Page 2

**UNIVERSITY OF DUBUQUE**  
**FLIGHT OPERATIONS**  
**Notification of Completion of Work-In-Progress**

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Criteria Used in Each Area of Grade Calculation...

Attendance:

1. Punctuality
2. Notification of absences or anticipated absences (24hr notice).
3. Willingness to fly extra throughout the semester to complete course.
4. 0.5 reduction in grade in this area for each "NO SHOW" unexcused absence.

Aeronautical Knowledge:

1. Knowledge of maneuvers and procedures.
2. Knowledge of aircraft systems.
3. Knowledge of all emergency procedures.
4. Knowledge of Federal Aviation Regulations.
5. Knowledge of the National Airspace System.

Daily Grade:

1. Preparation for each flight/ground lesson.
2. Presentation of weather before each flight.
3. Performance of maneuvers to lesson standards.
4. Comply with standard operating procedures and practices.

Stage Checks:

1. 100% pass rate on stage checks = 4.0 for this area.
2. 0.5 reduction for each failed stage check/checkride in this area.

**UNIVERSITY OF DUBUQUE**  
**FLIGHT OPERATIONS**  
Flight Course Evaluation

---

Student Name: \_\_\_\_\_

Course #: \_\_\_\_\_ Course Name: \_\_\_\_\_

Semester course was started: \_\_\_\_\_ Year: \_\_\_\_\_

List (in order) your flight

Instructors for this course: (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

*Rate each flight instructor on the following items. Use the descriptive words suggested below or use your own:*

Excellent ----- Very good ----- Good ----- Fair ----- Poor ----- Some ----- Very little

**Professional attitude** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Professional language** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Personal cleanliness** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Teaching enthusiasm** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Teaching effectiveness** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Instructor availability** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Pre-lesson preparation  
Required of you** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

**Pre/Post Flight  
Briefing** (1) \_\_\_\_\_ (2) \_\_\_\_\_ (3) \_\_\_\_\_

Aircraft availability \_\_\_\_\_

What did you like most about the course? \_\_\_\_\_

What did you dislike most? \_\_\_\_\_

What suggestions would you like to make about any aspect of the course of the flight program?

1 \_\_\_\_\_

2 \_\_\_\_\_

3 \_\_\_\_\_

**FOR ADMINISTRATIVE USE ONLY**

Flight examiner's comments:

Oral \_\_\_\_\_

Check ride \_\_\_\_\_

Flight examiner's signature \_\_\_\_\_

Position Description  
Workstudy Maintenance Assistant

**MAINTENANCE DUTIES:**

1. Upon arrival at Flight Operations check in with Aviation Maintenance Manager to see what is on the schedule for the day. If the Maintenance Manager is unavailable, check with the Dispatch Desk for tasking.
2. Ensure that at least a case of engine oil is on the shelf in the hangar for use.
3. Ensure that the storage areas in the hangar are clean, neat and orderly.
4. Ensure that the tow tractor and power tow (snow blower and space heater in winter months) are serviced properly and are in good working order.
5. Be available to help pull planes out or push back in as needed. This task will be coordinated with the Dispatch Desk. The Student Workers that are working in the morning will be available to help get planes out at 7:15am and the evening Student Workers will available to help put the bulk of the planes away by 4:00pm. The rest of the day will be as necessary and all the hangaring and unhangaring will be coordinated with the Dispatch Desk.
6. Wash planes as needed. If there is a plane that is available and it is not scheduled to be dispatched for at least 3 hours and is in need of washing it can be washed. This must be coordinated with the Dispatch Desk.
7. If planes are not available to wash during the summer months when bugs are abundant, clean windscreens and the leading edges. During the winter months just the aircraft windows inside and out will be done.
8. Clean up any spills that are on the hangar deck to ensure safety.
9. Clean side walks, remove snow as necessary to ensure safety.
10. Any other functions or duties as necessary at the discretion of the Maintenance Manager.

Workstudy Job Description  
Aviation Business Office Assistant

**Function:** The Aviation Business Office Assistant is responsible to the Aviation Business Office Manager. The Business Office Assistant will be overseeing a variety of functions (data entry, file maintenance, mail, office errands, etc.) in support of day-to-day activities. The Business Office Assistant is privy to highly confidential materials and must be of high moral and ethical values.

**Essential Job Tasks:**

- Responsible to model the university Mission through academic performance and service to others as well as adhere to the attendance, course participation, and performance expectations as outlined in the UD Undergraduate Catalog.
- Serve for the Aviation Business Office Manager when necessary.
- Deliver mail and Print Room work orders.
- Run copies on-site.
- File management.
- Computer data entry.

**Common Duties Performed:**

- Pick up and deliver mail daily.
- Pick up and deliver Print Room work orders as needed.
- Run deliveries to campus instructors and professors as needed.
- Manage student, monthly, and vendor files as requested by Aviation Business Office Manager.
- Aircraft Log entry for student flight accounts as needed.
- General data entry for fuel and maintenance reports as requested.
- Prepare and submit status reports as requested.
- Assemble syllabi, Student Flight Manuals, Staff Manuals, etc., as needed.
- Ensure office functions correctly during duty shift to include: answering the telephone, accurate handling of paperwork, maintaining security of the Testing Center and the business office files, handling staff requests, accurate message taking, and any other services assigned by the Business Office Manager that are deemed necessary for the smooth and successful operation of the office area.

## Workstudy Job Description Aviation Dispatch Workstudy

**Function:** The Aviation Dispatch Workstudy is responsible to the Aviation Senior Dispatch and Aviation Dispatch Supervisor. The Dispatch Workstudy will be overseeing a variety of functions (data entry, aircraft binder maintenance, shuttle maintenance, mail, errands, etc.) in support of day-to-day activities.

### **Essential Job Tasks:**

- Responsible to model the university Mission through academic performance and service to others as well as adhere to the attendance, course participation, and performance expectations as outlined in the UD Undergraduate Catalog.
- Aircraft binder management
- Deliver mail and Print Room work orders.

### **Common Duties Performed:**

- Assist the Dispatch Manager and Dispatch Supervisor on various tasks.
- Complete the morning status report to ensure all aircraft are accounted for.
- Check Aircraft binders to ensure required items are present.
- Become fluent in the use of Total FBO in order to dispatch and recover aircraft/training devices.
- Ensure aircraft/training devices times are correct and there are no open squawks.
- Answer phone calls and welcome visitors in a professional manner.
- Must complete driver training course prior to operating the Aviation Shuttle.
- Operate the Aviation Shuttle in a timely manner and according to the published schedule and route or as specified by Dispatch Supervisor.
- Operate the Aviation Shuttle in a safe and professional manner.

Position Description  
Chief Flight Instructor

**Function:** The Chief Flight Instructor is responsible to the Director of Flight Operations for all aspects of the Flight Program. In addition, the Chief Flight Instructor is responsible for establishing and supervising the daily activities and operations of the Flight Operations Center.

**Most Common Duties Performed:**

- Responsible to model the University Mission through dedicated job performance, service excellence to constituencies, respectful collaboration and active support of the University's Mission.
- Plan, prioritize, participate in, and/or delegate work and responsibilities within the Flight Program and Flight Center.
- Notify the Director of Flight Operations of any situations and/or problems that arise which may negatively impact the goals and objectives of the Flight Program.
- In cooperation with University Admissions support a quality recruiting process.
- Provide leadership, direction, and training to support staff and clearly communicate performance expectations.
- Coordinate and oversee the daily opening and closing of the Flight Center.
- Conduct evaluation of staff performance and make appropriate recommendations for improvement, including, but not limited to, adjustments in annual salary.
- Make recommendations (to the Director of Flight Operations) for appointments, promotions, leaves, retention and terminations as appropriate for the Flight Program staff.
- Maintain adequate aircraft and student records in the flight program
- Oversee owned or leased aircraft and authorize routine repairs to ensure compliance with FAA, manufacturer and University policies and procedures.
- Assist in the preparation of the annual budget for the Flight Operations Center.
- Prepare and submit status reports as needed or requested by the Director of Flight Operations.
- Serve on university committees and/or task forces as needed.
- Perform additional job related duties as delegated by the Director of Flight Operations.
- Serve as the principle point of contact to the FAA

**Reporting Relationships:**

- I. Direct Supervisory Relationship:
  - Assistant Chief flight Instructor
  - Certified Flight Instructors
  - College work study employees
- II. Coordinating Relationship:
  - Registrar
  - VP of Academic Affairs
  - Plant
  - VP of Finance Relations
  - Director of Admissions
  - Director of Physical
  - VP of University
- III. Subordinate Relationship:
  - Director of Flight Operations

**Position Qualifications:**

**Bachelor's degree is required, master's degree preferred.  
Commercial, Instrument and Multi-engine ratings are required, ATP preferred.**

**Additional Requirements include:**

- o Previous teaching experience
- o Meet all requirements of FAR 141.35 for Chief Flight Instructor:
  - o Private
  - o Commercial
  - o Instrument
  - o CFI, CFII
  - o Multi-engine
- o Must be able to react quickly and responsibly in emergency/crisis situations.
- o Must be capable of organizing, directing, and motivating personnel in the performance of assigned tasks in a safe, courteous and professional manner.
- o Must possess a working knowledge and experience in fiscal/budgetary management.
- o Must possess an ability to communicate well both orally and in writing.

**Position Description**  
**Assistant Chief Instructor**

**Function:** The Federal Aviation Administration Assistant Chief Flight Instructor is responsible to the Chief Flight Instructor for teaching flight laboratories according to FAA approved training course outlines. In addition, the Assistant Chief will be overseeing a variety of functions (dispatch, maintenance, support missions, etc.) in support of day-to-day activities.

**Essential Job Tasks:**

- Responsible to model the University Mission through dedicated job performance, service excellence to constituencies, respectful collaboration and active support of the University's Mission.
- Conduct FAR 141 and 61 stage checks
- Serve for the Chief Flight Instructor in his absence.
- Perform individual flight and ground lessons for the successful completion of each course.
- Supervise Dispatch / Total FBO and monitor compliance with daily flight schedule.
- Supervise full and part-time instructors as assigned.

**Common Duties Performed:**

- Conduct FAR 141 stage checks in accordance with FAA approved training course outline
- Teach individual flight lessons as indicated in the appropriate FAA approved flight course--Private, Instrument, Commercial, Multi-engine, CFI-A, CFI-I, and CFI-M.
- Act as an "Assistant Chief on Duty" when requested by the Chief Flight Instructor in his absence.
- Attend CFI and Assistant Chief meetings.
- Assure compliance with all applicable Federal Aviation and University regulations.
- Act as supervisor for all courses to assist the students. This would be done under the supervision of the Chief Flight Instructor.
- Perform other duties as required by the Chief Flight Instructor.

**Minimum Qualifications:**

- B.S. Degree with the following minimum hours of flight time (hour requirements from FAR 141): 1000 hours total PIC, 500 hours of CFI-A training logged and 1 1/2 years experience or 750 hours, and 50 hours of actual or simulated instrument flight time.

- Capable of communicating effectively, both orally and in writing.
- Qualified to critically analyze flight student's weaknesses and make recommendations for improvement.
- Self motivated and able to delegate assignments effectively.
- Successfully complete both oral and flight test on teaching methods, applicable provisions of the AIM, FAR 61, 91, 141, and the objectives and approved course completion standards.

**Certificates and Ratings:**

- Commercial Instrument or ATP Certificate
- Airplane Single and Multi-engine
- CFI-Airplane
- CFI-Instrument
- CFI-Multi-engine
- Ground Instructor Ratings

Position Description  
Certified Flight Instructor

**Function:** The Federal Aviation Administration (FAA) Certified Flight Instructor CFI is responsible to the Chief of Pilot Training for teaching flight laboratories and Ground School as assigned, according to FAA approved syllabi. In addition, the CFI is responsible for providing such services as assigned by the Chief of Pilot Training that are deemed necessary for the smooth and successful operation of the flight education program

**Essential Job Tasks**

Teaching flight & ground school.

**Requirements**

Hearing, speaking, communication skills.

Technical knowledge, skills, degrees, and licenses.

Perform individual flight ground lessons for the successful completion of each course.

Vision, finger/manual dexterity. Technical knowledge, skills degrees, and licenses.

**Most Common Duties Performed:**

- Responsible to model the University Mission through dedicated job performance, service excellence to constituencies, respectful collaboration and active support of the University's Mission.
- Teach individual flight lessons exactly as indicated in the appropriate FAA approved flight course--Private, Instrument, Commercial, CFI-A, CFI-I, Multi-engine, and CFI-ME.
- Teach aviation ground school, etc.
- Write and revise syllabi as required.
- Act as an "Instructor on Duty" when requested.
- Attend CFI/Ground instructor meetings.
- Perform other duties as required by the Chief of Pilot Training or designated representatives.

**Minimum Qualifications:**

- B.S degree preferred.
- Must be able to communicate effectively, both orally and in writing.
- Must possess manual and finger dexterity.
- Must be able to critically analyze flight student weaknesses and make recommendations for improvement.
- Must be self motivated and able to delegate.
- Does involve evening and weekend hours.

**Certificates and Ratings:**

- Commercial Instrument
- Airplane Single and Multi-engine Land
- CFI-Airplane
- CFI-Instrument
- CFI-Multi-engine (preferred)

# Monthly Absence Report

This report must be completed not later than the tenth day of the following month by each staff member on the monthly payroll.

Name: \_\_\_\_\_ ID # \_\_\_\_\_

Department: \_\_\_\_\_

For the month ending \_\_\_\_\_, 20\_\_\_\_\_

Check one:       No absences this month       Absences shown below

Absences		
Date	Hours	Reason*

**\*Indicate illness, vacation, personal day, funeral, jury duty, leave of absence without pay, etc.**

**This is a complete record of my absences, if any, for the period indicated.**

\_\_\_\_\_  
Signature of employee

\_\_\_\_\_  
Date

Approved by \_\_\_\_\_  
Supervisor's signature

Security Awareness Training  
Certificate of Completion  
Flight School Employee

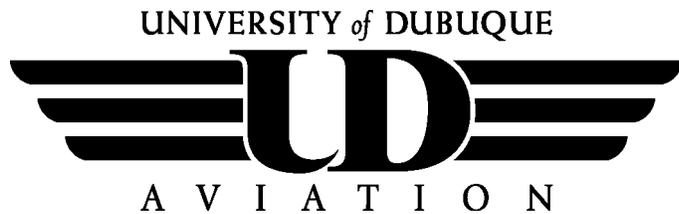
Employee Name	Employee ID Number
Date of Training	Type of Training (Initial or Recurrent)
Name of Training Instructor	<i>UD Developed</i>
	Type of Program (TSA or alternate)

I certify that I have received security awareness training, as required by 49 CFR part 1552, on the date indicated above.

\_\_\_\_\_  
Employee Signature

I certify that the employee named above received security awareness training, as required by 49 CFR part 1552, on the date indicated above. I also certify that any alternate security awareness training program used by the flight school to comply with 49 CFR part 1552 meets the criteria in 49 CFI 1552.23(c) or (d).

Authorized Signature	<i>Director, Flight Center</i>
	Title



# Interoffice Memorandum

To: Financial Aid  
Fax: 3690  
From: UD Flight Center  
Date: \_\_\_\_\_  
RE: Flight Training

\_\_\_\_\_ request for \$ \_\_\_\_\_  
Name

is a valid requirement to complete \_\_\_\_\_  
Course Title

Signed,

\_\_\_\_\_, CFI

\_\_\_\_\_  
Date

OFFICES LOCATED  
 AT 3012 S.E. LOOP 820  
 MAILING ADDRESS:  
 P. O. BOX 6275  
 FORT WORTH, TEXAS 76140  
 (817) 293-3530  
 Metro 572-2361  
 Fax (817) 568-2996

# HALTON HALL & Associates, Inc.

## PILOT EXPERIENCE FORM

1. Insured Name \_\_\_\_\_ Policy No. \_\_\_\_\_

2. Pilot's Name \_\_\_\_\_ Date of Birth \_\_\_\_\_

LAST FIRST MIDDLE

Address \_\_\_\_\_

STREET CITY STATE ZIP CODE PHONE NO.

Married [ ] Single [ ] Widowed [ ] Divorced [ ] No. of Children \_\_\_\_\_

Occupation \_\_\_\_\_ Employer \_\_\_\_\_ How Long \_\_\_\_\_

3. Airman Certificate No. \_\_\_\_\_ Date & Class of Last Physical \_\_\_\_\_ Date Biennial Flight Review \_\_\_\_\_

Pilot Ratings — Student [ ]; Private [ ]; Commercial [ ]; Instructor [ ]; ATP [ ]; Instrument 5 [ ]

Aircraft Ratings — S.E.L. [ ]; M.E.L. [ ]; S.E.S. [ ]; M.E.S. [ ]; HELICOPTER [ ]; Other \_\_\_\_\_

Aircraft Type Ratings — \_\_\_\_\_ (12,500 LBS. AND OVER) Mechanic Ratings — Aircraft [ ] Power Plant [ ]

4. Total Logged Civilian Pilot Hours (Pilot in Command \_\_\_\_\_, Co-pilot \_\_\_\_\_)

Total Legged Military Pilot Hours (Pilot in Command \_\_\_\_\_, Co-pilot \_\_\_\_\_)

Initial Pilot Training obtained from? 'Where? \_\_\_\_\_

Enter breakdown of LOGGED PILOT IN COMMAND Hours Below (Military and Civilian Combined)

	Hours		Hours
Single Engine Fixed Gear	_____	Cross Country	_____
Single Engine Retractable Gear	_____	Last 90 Days	_____
Twin Engine Under 12,500 Lbs. Gross	_____	Last 12 Months	_____
Turbo Prop	_____	Night Flying	_____
Turbo Jet	_____	Instrument Flying	_____
Twin Engine Over 12,500 Lbs. Gross	_____	(A) Actual	_____
Four Engine	_____	(b) Simulated	_____
Single Engine Seaplane	_____		_____
Twin Engine Seaplane	_____		_____

Helicopter : Reciprocating Powered \_\_\_\_\_

Turbine Powered \_\_\_\_\_

### Applicant Requests Approval in The Following Makes and Models of Aircraft

5. Make and Model of Aircraft	Total Logged Pilot in Command Hours an This Aircraft	Is Annual Recurrent Training Received in This Aircraft? Where?
_____	_____	_____
_____	_____	_____

6. Are you flying under a waiver? \_\_\_\_\_ Describe in Detail \_\_\_\_\_

7. Ever penalized for violation of F.A.R.? \_\_\_\_\_ Describe in Detail \_\_\_\_\_

8. Have you ever had an Accident, Incident or Violation? \_\_\_\_\_ Describe in Detail \_\_\_\_\_

9. Has any insurance company or underwriter canceled, declined or refused to renew any insurance on your behalf? \_\_\_\_\_ Describe in Detail \_\_\_\_\_

I 'WARRANT the truth of the above statements and further WARRANT that no material information has been withheld or suppressed.

Date \_\_\_\_\_ Pilot's Signature \_\_\_\_\_

We have the responsibility to keep safety in the forefront of our thinking whenever we engage in any aviation activity, so we can make our flying as safe as possible. We have the responsibility to recognize, analyze, and improve all unsafe situations and practices that we see. Improvement of safety is what this form is for.

Review Record		
Aviation Safety Manager	_____	Date _____
Maintenance Manager	_____	Date _____
Chief Flight Instructor	_____	Date _____
Aviation Department Chair	_____	Date _____
Safety and Security Director	_____	Date _____
VP of Academic Affairs	_____	Date _____
VP of University Relations	_____	Date _____
University President	_____	Date _____

Action

Revised January 2010



Identification <i>(optional)</i>	
Name: _____	Date: _____
Phone #: _____	Email: _____

Conditions cont.			
Weather (check all that apply)			
<input type="checkbox"/> VMC	<input type="checkbox"/> Fog	<input type="checkbox"/> T-storm	<input type="checkbox"/> Other _____
<input type="checkbox"/> IMC	<input type="checkbox"/> Ice	<input type="checkbox"/> Turbulence	
<input type="checkbox"/> Rain	<input type="checkbox"/> Snow	<input type="checkbox"/> Wind Shear	

General Information			
Date of Event: _____	Time of Event: _____ UTC		
Type of Event (check all that apply)			
<input type="checkbox"/> Aircraft / Property Damage	<input type="checkbox"/> Fuel Quantity	<input type="checkbox"/> Overdue Aircraft	
<input type="checkbox"/> Hazardous Ground Ops	<input type="checkbox"/> Hard Landing / Tail Strike	<input type="checkbox"/> Traffic Conflict	
<input type="checkbox"/> Bird / Wildlife Strike	<input type="checkbox"/> Lost / Disoriented	<input type="checkbox"/> Runway Incursion	
<input type="checkbox"/> Blown / Flat Tire	<input type="checkbox"/> Miscommunication	<input type="checkbox"/> Personal Injury	
	<input type="checkbox"/> Near Mid-Air Collision	<input type="checkbox"/> Other _____	
Reporter (check all that apply)			
<input type="checkbox"/> Instructor	<input type="checkbox"/> PIC	<input type="checkbox"/> Pilot Not Flying	<input type="checkbox"/> Maintenance
<input type="checkbox"/> Student	<input type="checkbox"/> Pilot Flying	<input type="checkbox"/> Flying	<input type="checkbox"/> Other _____
Flying Time			
Total: _____	Last 90 Days: _____	Time in Type: _____	
Certificates/Ratings (check all that apply)			
<input type="checkbox"/> Student	<input type="checkbox"/> Instrument	<input type="checkbox"/> Multi-Engine	<input type="checkbox"/> CFII
<input type="checkbox"/> Private	<input type="checkbox"/> Commercial	<input type="checkbox"/> CFI	<input type="checkbox"/> MEI

Mission		
Make/Model of Aircraft: _____	Tail Number: _____	
Mission		
<input type="checkbox"/> Dual Training	<input type="checkbox"/> Solo Training	<input type="checkbox"/> Other _____
Flight Plan		
<input type="checkbox"/> VFR	<input type="checkbox"/> IFR	<input type="checkbox"/> Did Not File
Phase of Flight		
<input type="checkbox"/> Taxi	<input type="checkbox"/> Enroute	<input type="checkbox"/> Landing
<input type="checkbox"/> Takeoff	<input type="checkbox"/> Decent	<input type="checkbox"/> Maneuvers
<input type="checkbox"/> Climb	<input type="checkbox"/> Approach	<input type="checkbox"/> Other _____

Conditions				
Airspace				
<input type="checkbox"/> Class B	<input type="checkbox"/> Class C	<input type="checkbox"/> Class D	<input type="checkbox"/> Class E	<input type="checkbox"/> Class G
Ceiling: _____	Visibility: _____	Winds: _____		

Narrative
Please provide an account of the events that took place. Also include why the incident occurred and any solutions or suggestions you may have.
** Use additional pages as needed.

# Flight Instructor Code of Conduct

## I. General Responsibilities

- \* Safety is the number one priority
- \* Demonstrate and teach good aeronautical decision making and risk management
- \* Be responsible and professional at all times and seek excellence in airmanship
- \* Follow and obey all rules, regulations, and laws

## II. Students, Passengers and People on the Surface

- \* Provide a safe and comfortable environment for the student to learn
- \* Avoid any operations that may cause anxiety or compromise the safety of the student
- \* Conduct a thorough pre-flight and post-flight briefing to assess risks

## III. Training and Proficiency

- \* Participate in recurrent training and safety programs
- \* Maintain accurate records
- \* Remain alert at all times and avoid becoming complacent

## IV. Security

- \* Be alert and report any suspicious activity
- \* Remain familiar with all current security regulations
- \* Check all NOTAMs and TFRs before every flight

## V. Environmental Issues

- \* Try to lessen the environmental impact of aircraft operations
- \* Teach students by example to respect and protect environmentally sensitive areas
- \* Be aware of how to properly handle and dispose of hazardous materials

## VI. Use of Technology

- \* Stay up to date on changing technologies and teach your students how to use it
- \* Monitor company frequency as much as possible
- \* Use flight training devices to their fullest extent

## VII. Advancement and Promotion of Aviation Instruction

- \* Develop a training culture that promotes honesty, integrity, and pursuit of personal improvement
- \* Promote ethical behavior in all areas.
- \* Promote Aviation Safety and adhere to the Code of Conduct