



1. Call to Order

The Chair, Mr. Paul Stinebring, called the meeting to order and conducted a roll call of Members and recognized others in attendance. Don Spruston introduced observers and provided an overview of the Management Study.

Members

Paul Stinebring – Emerson Electric	Chair	Present
Steve Fisher – Shell	Vice-Chair	Present
Pat Dunn – NBAA	Member	Present
Bill Stine - NBAA	Member	Present
Jens Hennig – GAMA	Member	Present
Rudy Toering - CAE	Member	Present
Dave Stohr - Air Training International Ltd	Member	Present
David Nigri- Textron	Member	Present
Juergen Wiese-BMW	Member	Present
Carl Evans- FedEx Corporate	Member	Present
Don Spruston - IBAC	Member	Present

Len Beauchemin – AeroTechna Solutions, LLC	Member	Absent
Francisco A. Lyra - ABAG	Member	Absent
Peter Saunders – CBAA	Member	Absent Note: Will no longer be able to participate

Support Staff

Katherine Perfetti	Standards Manager
Peter Ingleton	Director, ICAO Liaison
John Sheehan	Audit Manager
Ray Rohr	Director, Regulatory Affairs

Observers

Stan Rose (HAI)	HAI
Ed DiCampi (HAI)	HAI
Solomon Wong	InterVISTA
Chelwin Cheng	InterVISTA
Steve Brown	NBAA
Doug Carr	NBAA

Action: Info only



2. Adoption of Agenda

Steve Fisher moved and Rudy Toering seconded the adoption of the agenda.

Action: Info only

AGENDA

ITEM	OPI
1. Call to Order	Chair
2. Adoption of Agenda	Chair
3. Review of Decision Record of October 19, 2009	Chair
4. Action Items From Last Meeting	Spruston
5. Standards Board Membership	Chair
a. New members	
b. Terms expiring in 2010	
c. Helicopter industry representation	
d. Canada representation	
6. IS-BAO Activity Report	Perfetti
a. IS-BAO Sales	Perfetti
b. IS-BAO Auditors	Sheehan
c. Registered Operators	Sheehan
d. IS-BAO and Auditor Accreditation Workshops/ Draft IS-BAO Workshop Schedule for 2011	Perfetti
e. SMS workshops/ eLearning	Rohr
f. IS-BAO Marketing and Promotion	All
g. IS-BAO Policy Updates	All
7. Amendments to IS-BAO, APM and GCOMs	Rohr
8. Other Business	All
a. Standards Manager Position	Spruston
a. IS-BAO Business Model	Spruston
c. Helicopter IS-BAO	Spruston
d.. ICAO compliance dates and Government acceptance of IS-BAO to meet regulatory requirements/ FAA update	Rohr/ Perfetti/ NBAA
e. Electronic revision process	Spruston/ Rohr
f. Price increases 2011	Spruston
g. Auditor issues (website listing (areas of expertise)/ monitoring)	Nigri/ Sheehan
h. Management company policy	Sheehan
9. Next Meeting	Chair
10. Adjournment	Chair



3. Review of Decision Record of October 19, 2009

The Decision Record of the Standards Board meeting held on October 19, 2009, as approved by the Chair, is attached. The Decision Record was noted and reviewed.

Action: Info only

4. Action Items from Last Meeting

Action Items were reviewed.

Action: Info only- Items requiring further discussion or action are included in New Business.

Attachment 1 to Agenda Item 4 – Action Items Report

Action Items From Last Meeting	Report
a. Seek European representative for Standards Board (preferably an operator) Juergen Wiese nominated. b. Check status of Pat Dunn to see if he will continue on board. c. Nominate Carl Evans (NBAA) d. Paul Stinebring's term was extended Spruston/ Perfetti	Juergen Wiese, BMW, is nominated by Steve Fisher as Standards Board Member and subsequently approved by the Governing Board. Governing Board subsequently recommended approval of new Standards Board members be delegated to the Standards Board. Carl Evans name was also brought forward and subsequently nominated by Bill Stine.
e. Review IS-BAO pricing options (annual action item). Review in light of revenue from SMS Toolkit and eLearning product. Spruston/ Rohr	New pricing policies for workshops and auditor accreditation/ renewal established. New pricing policy for IS-BAO to go into effect January 1, 2011.
f. Review association websites to highlight IS-BAO. Provide logo to associations for inclusion on their website. Perfetti/Lessard	
g. Increase promotion for workshops Perfetti/Sheehan	Interest heightened by ICAO/ regulatory requirements- A total of 43 workshops will be conducted in 2010. (Intro: 23 conducted to date/4 scheduled to end of 2010. Auditor: 12 conducted to date/4 scheduled to end of 2010)
h. Publish the Business Case for IS-BAO Perfetti/ Lessard	Business case presented at NBAA 2008 and powerpoint posted on NBAA website. Incorporated into IS-BAO workshop and presentations. Article under development.
i. Update international procedures standard/ terminology Perfetti/ Sheehan/Stohr	2010 revision completed.
j. Set up Auditor Advisory Group and hold first meeting Perfetti/ Sheehan	Initial cadre of members selected. David Barnes is Chair, John Sheehan is Secretary. (Report on actions completed- Sheehan)
k. Update website to make it more user friendly and highlight areas most frequently used/ requested Lessard	Completed. Subsequent move to NBAA server to support 2011 electronic revision/ issue of passwords.
l. Increase promotion for new products/ press releases/ resurrect postcard system. Rohr/Lessard	Postcard issued to promote SMS toolkit. Discuss potential advertising of IS-BAO.



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

<p>m. Explore formal mentoring program for operators.</p>	<p>Continuation of informal “matching” process in response to requests from operators. Request included in newsletter with minimal response, but when asked in person most companies willing to act as mentors. Need to build operator profiles and identify mentor companies. Suggested this option as “Stage IV” for companies currently at Stage III.</p>
<p>n. Amend the Standards Board listing on the IBAC website to reflect the organization of the member, not the nominating organization.</p>	<p>Completed</p>
<p>o. Support implementation of C-FOQA</p>	<p>Included in 2010 revision and discussed in Introduction to IS-BAO workshop.</p>
<p>p. Publish amendments to IS-BAO and related documents. Look at reducing overhead costs by providing the IS-BAO electronically.</p>	<p>2010 revision published. Discussion Ray Rohr/ Spruston on 2011 electronic distribution.</p>
<p>q. Develop and implement an integrated marketing plan—continue with marketing plan. Need to do more with promotional material for maintenance.</p>	<p>Recommend that we continue with educational philosophy (attached). Suggestion for limited advertising (eg Curt Lewis) explored. Work continues with Government organizations to promote use of IS-BAO</p>
<p>r. Hold Workshops as per the approved schedule. Add additional workshops as required</p>	<p>A total of 22 workshops were conducted in 2009. In 2010, 23 Introduction to IS-BAO have been conducted and 4 more are scheduled. Auditor workshops were added and 12 were conducted and 4 more are scheduled in 2010. The preliminary 2011 schedule is attached. The IS-BAO workshops will be supplemented by the new SMS, SMS Toolkit Workshops and eLearning product. Conducted “train the trainer” sessions for Association designated trainers. To be discussed as agenda item.</p>
<p>s. Complete and promote SMS and Toolkit Workshops/ SMS eLearning</p>	<p>Ongoing.</p>
<p>t. Continue work with EASA/ CEN Workshop</p>	<p>Ongoing</p>
<p>u. ICAO compliance dates and acceptance of IS-BAO to meet ICAO and State regulatory requirements Perfetti/ Carr</p>	<p>Ongoing</p>
<p>v. Accident/Emergency Response Planning in the event of an accident involving an IS-BAO registered company</p>	<p>Liability study completed in 2009 and action taken to implement recommendations to improve auditor program. To be discussed as agenda item.</p>
<p>w. Discussion of interface with other standards</p>	<p>Signed agreement with helicopter associations- new business discussion item.</p>



Attachment 2 to Agenda Item 4 – Educational Strategy Report

	Strategy	Action By	Status
1	<u>IS-BAO Link on Member Websites</u> Member Associations placement of an IS-BAO link on homepages of their website, linked to IS-BAO site.	IBAC Member Associations	
2	<u>IS-BAO Brochure Sent to Flight Departments</u> Member Associations send a copy of the IS-BAO Brochure to all operating members.	IBAC Member Associations	2008-distributed by FSF
3	<u>Increase the Number of Workshops</u> Develop a format for workshops targeted at flight departments that have not yet decided to implement the IS-BAO and present at strategic locations on a schedule prepared 6 months in advance..	Standards Manager	Workshop schedule increased 2008-2010 and posted on website
4	<u>Issue Contract to Marketing Company</u> Issue a contract to a marketing company to gain assistance in educating flight departments on the value of an industry code of practice.	IBAC DG	
5	<u>Conduct a Small Operator Implementation Demo Project</u> Work with the NBAA to develop a demo project that would involve selection of several one aircraft operators and provide sponsorship for their IS-BAO implementation in return for them providing a “lessons learned” report. Part 135 Operators to be included..	IBAC DG/ NBAA Sr. VP Operations / Standards Manager	Completed 2009- Luckstone. Result presented at NBAA 2009, article in NBAA Insider, (copies distributed in workshops) and small operator implementation discussed in workshops
6	<u>Develop Brochure for Small Operators</u> Develop an informational brochure targeted at small one aircraft flight departments, which better depicts the scalability of the standard to fit their scope of operation.	Bob Blouin	Completed
7	<u>Information for Companies Using Charter Services</u> Develop information to be provided to corporations that use on-demand charter services that demonstrates the benefits of chartering to IS-BAO Registered companies. Also, provide information to charter companies on the benefit of having IS-BAO registration and recommend to audit firms that when conducting due diligence audits for clients and doing audits for their accreditation programs of operators that are IS-BAO Registered, that they fully consider the IS-BAO programs (especially the operator’s SMS) and audit reports to minimize their individual audit activities.	Standards Manager/ Marketing contractor	Charter companies also implementing IS-BAO to meet ICAO/ STATE SMS requirements— ARG/US endorsement
8	<u>Develop Brochure on Safety Evaluation</u> Develop a brochure that illustrates the key findings of the evaluation of the safety benefits of the IS-BAO. Also, insert the key results in the Business Aviation Safety Brief.	IBAC DG/ Standards Manager/ Marketing contractor.	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

9	<p><u>Develop Plan for Educating the Insurance Industry</u> Develop an alliance with the Flight Safety Foundation to educate the insurance industry and seek a broad statement from the insurance industry association regarding the positive impact of the IS-BAO on insurance premiums.</p> <ul style="list-style-type: none"> • 	IBAC DG / Standards Manager	<ul style="list-style-type: none"> • Business case targets insurance industry and can be used to help educate them • Presentation at NBAA 2009 targeted to insurance, operators, and other interested parties • Insurance providers attended workshops in 2008-2010 • Insurance groups are promoting/ supporting implementation—several have auditors on staff and/or are providing incentives for registration
10	<p><u>Partnership With OEMs</u> Work with aircraft manufacturers through GAMA Committees to educate on the safety value of an industry code of practice (IS-BAO). Seek ways for the manufactures to subsidize the issue of the standard or workshops for companies that purchase an aircraft.</p>	IBAC DG / Standards Manager	Bombardier has pledged support 2010. Gulfstream/ Dassault-Falcon/ Cessna demo Flt Depts are IS-BAO registered
11	<p><u>Partnership With Training Providers</u> Develop a strategy to educate pilots and maintenance personnel on the value of IS-BAO at training provider facilities by distributing the brochure and CD.</p>	Flight Safety International	<ul style="list-style-type: none"> • Briefing to staff and management at Flight Safety, Dallas, Savannah and Farnborough • Brochures delivered for distribution.
12	<p><u>Workshops Delivered by Training Providers</u> Explore the feasibility of conducting workshops at training facilities and eventually training the providers to present the workshop.</p> <ul style="list-style-type: none"> • 	Flight Safety International / Standards Manger	<ul style="list-style-type: none"> • eLearning developed in conjunction with FlightSafety • Workshops conducted at 2 Flight Safety facilities IN 2009 and 3 in 2010
13	<p><u>Information Distributed by Service Companies</u> Explore the feasibility of having the IS-BAO brochure distributed to clients.</p>	Gordon Bertureli	<ul style="list-style-type: none"> • Brochures provided and distributed at regional forums and other events • Several service organizations actively promoting IS-BAO • Vendor attendance at workshops required if listed on website. • See new policy on Service Providers
14	<p><u>Inclusion of Information in Member Publications</u> Member Associations include information on the benefits of the industry code of practice (IS-BAO) in their informational publications.</p>	Member Associations	<ul style="list-style-type: none"> • Increased mention of IS-BAO in member publications and general media • Member websites and other articles • Association promotion of workshops



5. Standards Board Membership and Executive

The current members and terms of office (2010) are as follows:

Member	Position	Term Expires
Paul Stinebring – Emerson Electric	Chair	2012
Steve Fisher – Shell	Vice-Chair	2012
Len Beauchemin – AeroTechna Solutions	Member	2010
William Boucher *– CBAA	Member	2010
Pat Dunn – Orient Wonder International Ltd	Member	2009-Don to check status
Bill Stine** - NBAA	Member	2010
Jens Henning – GAMA	Member	2010
Dave Stohr - Air Training International	Member	2010
Francisco A. Lyra – CFLY Aviation	Member	2010
Rudy Toering - CAE	Member	2011
David Nigri- Textron	Member	2011
Juergen Weise	Member	2012
Carl Evans	Member	2012
Don Spruston - IBAC	Member	IBAC DG

- *William Boucher to be replaced by Peter Saunders, CBAA—Note Peter Saunders will not be able to continue. Need future CBAA representative.
- **Bill Stine to be replaced by Doug Carr, NBAA

Discussion:

- Paul Stinebring announced that he will be stepping down as the Chair but would continue through his term.
- Steve Fisher agreed to take the Chair position.
- All Board Members whose term was expiring, or had expired, have agreed to stay on.
- The terms are extended for 3 years from their respective due date.
- We will need to appoint helicopter representatives to the Standards Board in support of the agreement signed with the British Helicopter Association, European Helicopter Association, and HAI.
- Subsequent to the Board meeting, David Nigri was asked and agreed to take the position of Vice-Chair.

The new Board is listed below:

Action: Post new list of Standards Board Members as follows:



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Member	Position	Term Expires
Steve Fisher – Shell	Chair	2012
David Nigri--Textron	Vice-Chair	2011
Paul Stinebring – Emerson Electric	Member	2012- Will continue to support the Board
Len Beauchemin – AeroTechna Solutions	Member	2013
CBAA	Member	2010- Will need new CBAA representative
Pat Dunn –	Member	2012- Term had expired/ renewed from previous due date of 2009
Bill Stine – NBAA(Doug Carr)	Member	2013
Jens Henning – GAMA	Member	2013
Dave Stohr - Air Training International	Member	2013
Francisco A. Lyra – CFLY Aviation	Member	2013
Rudy Toering - CAE	Member	2011
Juergen Weise	Member	2012
Carl Evans	Member	2012
Don Spruston - IBAC	Member	IBAC DG

Agenda No. – 6

Title - IS-BAO Activity Update

Action Required

Review the following reports of activities and make decisions on future priorities and activity. Note the significant increase in activity across the board in sales, workshops, auditors and registered companies.

Decisions

Info only.



Attachment to Agenda Item 6

6.a. IS-BAO Sales

The following are the IS-BAO sales reported through 1 September 2010 with comparative data sales for the full years of 2005- 2008.

MEMBER ASSOCIATION	IS-BAO SALES						
	2005	2006	2007	2008	2009	1 JANUARY TO 1 SEPTEMBER 2010	TOTAL TO DATE
ABAA (Australia)					1		1
ABAG (Brazil)	-	0	0	0			3
BBGA (United Kingdom)	2	0	2	8	2	8	33
BAASA (S. Africa)	--	0	2	0	1		5
CBAА (Canada)	2	3	1	0	1	3	15
EBAA (Europe)	4	2	0	9	6	18	52
EBAA-F (France)	-	2	0	0			5
GBAA Germany	1	1	1	2	4	1	12
JBAA (Japan)	-	0	0	0			5
IBAA (Italy)					2		2
MEBAA (Middle East)					2	12	14
NBAA (United States)	115	60	115	105	172	250	1097
Total	124	68	121	124	191		1344

6.b. IS-BAO Auditors

Registered auditors as of 1 October 2010:

State	2009	2010	State	2009	2010
Australia	2	4	Luxembourg	2	2
Bermuda	1	1	Nigeria	1	1
Brazil	2	2	Russia	1	1
Canada	5	7	South Africa	1	1
Caymans	0	1	Spain	2	2
China	2	2	Switzerland	2	6
Dubai, UAE	1	1	UK	14	18
Germany	1	2	USA	123	193
Italy	1	1	Venezuela	1	1
Japan	1	1	Total	161	246



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Registered operators as of 1 October 2010:

State	2009	2010	State	2009	2010
Austria	0	1	Netherlands	1	1
Australia	0	1	Portugal	0	1
Bermuda	2	5	Russia	1	1
Brazil	1	3	Saudi Arabia	1	2
Canada	4	3	Singapore	1	1
China	1	2	Slovenia	0	0
Germany	1	5	South Africa	1	2
Greece	2	2	Switzerland	3	6
Indonesia	1	2	UAE	1	2
Italy	1	1	UK	3	9
Lichtenstein	0	1	USA	158	274
Malaysia	0	1			
			Total	181	329

Registered Operators by Stage, as of 1 October 2010

Stage	
1	224
2	75
3	30

The list of registered operators is attached as Appendix A.

6.d. IS-BAO Workshops

The following are the results for workshops for calendar year 2007-2010.

The Auditor Accreditation workshop was added in the spring of 2010. The following table highlights the 23 Introduction to IS-BAO workshops and the 12 Auditor Accreditation workshops conducted through the end of September 2010. 4 additional Intro workshops and 4 additional Auditor workshops are currently scheduled from October through the end of 2010. The first IS-BAO workshops were held or scheduled in Australia, Russia, Abu Dhabi, Singapore and Dubai this year. Attendance at the workshops has been excellent. It should also be noted that the US government agencies that own and operate aircraft are pursuing IS-BAO registration. Some of the presentations and workshops were for government officials only.

Expenses are prorated for trips that included events in addition to the conduct of the workshop. Expenses include travel and salary costs (preparation/travel/workshop conduct), catering, facility charges, and workshop supplies and workbooks. Workshop revenues are calculated based on number of paid participants. Comp registrations are provided to all Government officials. In addition, operators are provided a comp workshop registration for hosting a workshop in their facility. If they additionally provide the catering, they are provided with additional (1-2) registrations dependent on the number of registered participants to offset estimated catering costs. This formula has been beneficial to the host organization as well as to IBAC (eliminates cost of facility and equipment rental, time to arrange catering/ location, hosting organization provides local advertising, etc.).



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Date	Location	Attendance				Revenue	Expense	Profit (Loss)
		Operators & Others	Auditors Initial	Auditors Renewal	Total			
Total 2007	9 workshops	90	15	30	135	\$62,900	\$24,576	\$38,324
Total 2008	14 workshops	106	19	23	148	\$63,000	\$31,996	\$31,004
Total 2009	22 workshops	243	52	37	332	\$146,800	\$52,122	\$94,678

Date 2010-	Location	Attendance				Revenue	Expense	Profit (Loss)
		Operators & Others	Auditors Initial	Auditors Renewal	Total			
Jan 6	Teterboro, NJ Intro	13	7	2	22		3,084.16	
Jan 13	Savannah, GA Intro	9	1	1	11		2,687.63	
Jan 21	Albuquerque, NM Intro-Gov't only	11	1	0	12		2,288.66	
Jan 27	Cayman Intro-Gov't only	10	0	0	10		2,558.83	
Feb 4	Daytona Beach Intro	10	12	1	23		Included in auditor total	Included in auditor total
Feb 5	Daytona Beach-Auditor Prototype	4	12	8	24		4007.90 (plus \$2500-salary Ray and John)	
Feb 11	Waterford, MI Intro	19	0	0	19		Included in 2 nd day totals	Included in 2 nd day totals
Feb 12	Waterford, MI Intro	14	0	0	14		4468.30	
Feb 23	San Diego, CA Intro	23	0	0	23	12,090	9452.82	2637.18
Mar 24	Crystal City, VA Intro- Gov't only	2	16	0	18		Included in auditor total	Included in auditor total
Mar 25	Crystal City, VA Auditor-Gov't only	2	16	0	18		3385.92	
Mar 28	New Orleans, LA Intro	17	0	0	17	7920	5912.25	2007.75
April 15	Moscow Intro	18	0	0	18	8000	6055	1945
April 20	Omaha, NE Intro	8	15	1	24		Included in auditor	Included in auditor



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Date 2010-	Location	Attendance				Revenue	Expense	Profit (Loss)
		Operators & Others	Auditors Initial	Auditors Renewal	Total			
							total	total
April 21	Omaha, NE Auditor	2	15	2	19		4263.38	
May 2	Geneva Auditor	3	7	1	11		6189.40- catering bill pending	
May 3	Geneva Intro	8	7	1	16		Included in auditor total	Included in auditor total
May 16	Abu Dhabi Intro	11	0	0	11		3,510.91	
May 25	Melbourne, Australia Intro	11	3	0	14		Included in auditor total	Included in auditor total
May 26	Melbourne, Australia Auditor	11	3	0	14		\$5017.52	
June 10	Sacramento, CA Intro	6	5	0	11		Included in auditor total	Included in auditor total
June 11	Sacramento, CA Auditor	5	5	1	11		\$3938.58	
June 17	Colorado Springs, CO Intro	2	7	0	9		Included in auditor total	Included in auditor total
June 18	Colorado Springs, CO Auditor	4	7	0	11		\$3543.93	
June 29	Farnborough, UK Intro	5	7	0	12		Included in auditor total	Included in auditor total
June 30	Farnborough, UK Auditor	3	7	1	11		\$5876.42	
July 12	Phoenix, AZ Intro- Gov't only	55	0	0	55	5000	\$3350.90	
July 16	Ronkonkoma, NY Intro	8	6	0	14		Included in auditor total	Included in auditor total
July 17	Ronkonkoma, NY Auditor	4	6	1	11		\$2439.95	
August 25	Washington DC Intro	2	10	4	16		Included in auditor total	Included in auditor total
August 26	Washington DC Auditor	4	11	12	27		\$3478.03	
Sep 16	Providence, RI Intro	16	10	2	28		Included in auditor	Included in auditor



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Date 2010-	Location	Attendance				Revenue	Expense	Profit (Loss)
		Operators & Others	Auditors Initial	Auditors Renewal	Total			
							total	total
Sep 17	Providence, RI Auditor	11	10	3	24		\$3672.71	
Sep 28	Houston, TX Intro	7	8	2	17		Included in auditor total	Included in auditor total
Sep 29	Houston, TX Auditor	7	8	3	18		\$3596.70	
Oct 27	Moscow Intro						Included in auditor total	Included in auditor total
Oct 28	Moscow Auditor							
Nov 9	Singapore Intro						Included in auditor total	Included in auditor total
Nov 11	Singapore Auditor							
Nov 15	Orlando, FL Intro						Included in auditor total	Included in auditor total
Nov 16	Orlando, FL Auditor							
Dec 5	Dubai Intro						Included in auditor total	Included in auditor total
Dec 6	Dubai Auditor							
TOTALS	23 Intro Completed by Oct 18- 4 scheduled to end of year. 12 Auditor Completed- 4 scheduled to end of year.	206	46	343	595		\$94,148 Prelim Data Subject to Audit and pending bills	

Preliminary 2011 Workshop Schedule:

Date	Location
January 25 and 26- Intro and Auditor Workshops	Atlanta, GA Host: FAA
February (days TBD) Intro and Auditor Workshops	Daytona Beach, FL Host: Embry Riddle
March 15 and 16- Intro and Auditor Workshops	Sydney or Albury, Australia Host: ABAA
April (days TBD)- Intro and Auditor Workshops	Moscow Host: RUBA
May 15 and 16- Intro and Auditor Workshops	Geneva (in conjunction with EBACE)
May (days TBD) Intro and Auditor Workshops	White Plains, NY Host: CitationAir
August 8 and 9 Intro and Auditor Workshops	Sao Paulo Host: ABAG
August (days TBD) Intro and Auditor Workshops	Washington DC Host: GAMA (to be confirmed)
October (days TBD) Intro and Auditor Workshops	Moscow Host: RUBA



6.e. SMS workshops/ eLearning Update Discussion is included in New Business.

6.f. IS-BAO Marketing

Articles written and published (John Sheehan). This table presents the 2010 completed and planned workshop and presentation activity:

DATE 2010	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
KATHERINE PERFETTI			
January 5			Presentation FlightSafety Teterboro staff and managers
January 6		Introduction to IS-BAO Workshop Teterboro, NJ Host: FlightSafety	
January 12			Presentations FlightSafety Savannah management meeting and for staff/instructors
January 13		Introduction to IS-BAO Workshop Savannah, GA Host: FlightSafety	
January 19			Rocky Mountain Safety Roundtable- ½ day presentation-SMS Broomfield, CO – 35 participants
January 21		Introduction to IS-BAO Workshop Albuquerque, NM Government only Host: NNSA- Kirkland AFB	
January 25	Meeting with HAI on IS- BAO Helicopter Edition		
January 27		Introduction to IS-BAO Workshop Cayman Islands Host: DCA Cayman	
January 28	Meeting with DCA, Cayman Registry to discuss audit processing and procedures		
February 4		Introduction to IS-BAO Workshop Daytona Beach, FL Host: Embry-Riddle	
February 5		Auditor Accreditation Workshop Daytona Beach, FL	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

DATE 2010	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
		Host: Embry-Riddle Prototype workshop w/ John Sheehan & Ray Rohr & David Nigri	
February 11 (travel Feb 9-17)		Introduction to IS-BAO Workshop Waterford, MI Host: Pentastar	
February 12		Introduction to IS-BAO Workshop Waterford, MI Host: Pentastar	
February 23		Introduction to IS-BAO Workshop San Diego, CA Host: NBAA	
February 24-25	NBAA Leadership Conference, San Diego, CA		
March 24		Introduction to IS-BAO Workshop Crystal City, VA Government only Host: GSA	
March 25		Auditor Accreditation Workshop Crystal City, VA Government only Host: GSA	
March 28		Introduction to Workshop New Orleans, CA Host: NBAA*	
March 29-April 1	IOC, New Orleans, LA		March 31- SMS presentation at IOC
April 20		Introduction to IS-BAO Workshop Omaha, NE Host: Silverstone	
April 21		Auditor Accreditation Workshop Omaha, NE Host: Silverstone	
May 2		Auditor Accreditation Workshop Geneva, Switzerland	
May 3		Introduction to IS-BAO Workshop Geneva Host: NBAA	
May 4-6	EBACE		
May 7	Governing Board Meeting		
May 16		Introduction to IS-BAO Workshop Abu Dhabi	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

DATE 2010	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
		Host: MEBAA	
May 17-18	MEBAA Conference		Meeting with FAA Rep Abu Dhabi
May 25		Introduction to IS-BAO Workshop Melbourne, Australia Host: Gandel	
May 26		Auditor Accreditation workshop Melbourne, Australia	Meetings with CASA
May 27			Meeting with AABA & Cameron Ross, BHP
June 10		Introduction to IS-BAO Workshop Sacramento, CA Host: Strategy Aero	
June 11		Auditor Accreditation Workshop Sacramento, CA Host: Strategy Aero	
June 15	Pacific Northwest Roundtable – Boeing Museum, Seattle, WA		Presentation
June 17		Introduction to IS-BAO Workshop Colorado Springs, CO Host: Convergent Performance	
June 18		Auditor Accreditation Workshop Colorado Springs, CO Host: Convergent Performance	
June 21-22`	Corporate Transactions Conference NYC		Presentation June 22
June 24-25	NBAA Flight Attendant Conference- San Diego		Presentation June 25
June 28			Presentation FlightSafety staff & instructors- Farnborough, UK
June 29		Introduction to IS-BAO Workshop Farnborough, UK Host: FlightSafety	
June 30		Auditor Accreditation Workshop, Farnborough, UK Host: FlightSafety	
July 12		Introduction to IS-BAO Workshop Phoenix, AZ Government only Host: GSA	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

DATE	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
2010			
July 16		Introduction to IS-BAO Workshop Ronkonkoma, NY Host: ExcelAire	
July 17		Auditor Accreditation Workshop Ronkonkoma, NY Host: ExcelAire	
August 5			Presentation of IS-BAO certificate- Haverfield Aviation, Gettysburg, PA (helicopter utility company)
August 12-14	LABACE (Peter Ingleton)		
August 25		Introduction to IS-BAO Workshop Washington DC Host: GAMA	
August 26		Auditor Accreditation Workshop Washington DC Host: GAMA	
September 13	Northeast Helicopter Council Meeting Concord, NH		Presentation
September 16		Introduction to IS-BAO Workshop Providence, RI Host: Textron	
September 17		Auditor Accreditation Workshop Providence, RI Host: Textron	
September 28		Introduction to IS-BAO Workshop Houston, TX Host: Universal Wx	
September 29		Auditor Accreditation Workshop Houston, TX Host: Universal Wx	
October 18 (Mon)	Standards Board Atlanta, GA		
October 19-21	NBAA Convention- Atlanta, GA		IS-BAO Presentations
October 27		Introduction to IS-BAO workshop Moscow Host: RUBAA	
October 28		Auditor Accreditation Workshop Moscow Host: RUBAA	
November 10	FSF program		



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

DATE	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
2010			
	Singapore		
November 9		Introduction to IS-BAO workshop Singapore	
November 11		Auditor Accreditation workshop Singapore	
November 15		Introduction to IS-BAO workshop Orlando Host: CitationAir	
November 16		Auditor Accreditation workshop Orlando Host: CitationAir	
December 10	Governing Board- Dubai		
December 5		Introduction to IS-BAO Workshop Dubai	
December 6		Auditor Accreditation Workshop Dubai	
December 7-9	MEBAA Conference		
JOHN SHEEHAN			
February 5		Auditor Accreditation Workshop Daytona Beach, FL Host: Embry-Riddle Prototype workshop w/ Kathy Perfetti & David Nigri & Ray Rohr	
May 11-12	CASS, Tucson, AZ		Presentation
August 25 & 26		Intro and Auditor Workshops, Washington DC Host: GAMA	
October	NBAA		
RAY ROHR			
Feb 4 and 5		Introduction to IS-BAO and Auditor Accreditation Workshop Daytona Beach, FL Host: Embry-Riddle Prototype workshop w/ Kathy Perfetti & David Nigri & John Sheehan	
April 15		Introduction to IS-BAO Workshop Moscow Host: RUBAA	
May	FAA SMS Focus Group Meeting Houston, TX		
October	NBAA		
DON SPRUSTON			
May	EBACE		Presentations
	Governing Board- EBACE		
October	NBAA		
November 10	Singapore		Presentation



DATE	MEETINGS/ CONFERENCES/ EVENTS	IS-BAO WORKSHOP	IS-BAO PRESENTATION
2010			
Dec	MEBAA Governing Board		

6.g Updated IS-BAO Policy Letters

The following IS-BAO Policy Letters were issued in 2010:

IS-BAO Policy 2010-01 IS-BAO Auditor Accreditation & Workshop Fee Structure

IS-BAO Policy 2010-02 IS-BAO Audit Monitoring Program

IS-BAO Policy 2010-03 IS-BAO Audit Programme Oversight

IS-BAO Policy 2010-4 IS-BAO Support Services Affiliates

Agenda No. – 7

Title – Amendments to IS-BAO, APM and GCOMs

The attachment contains the proposed amendments and decisions.

Action Required

Review the proposed amendments and make a decision on their adoption.

Incorporation of amendments, final review and editing to be completed prior to publication. Corresponding amendments to the other documents (Audit Procedures Manual, audit protocols, Acceptable Means of Compliance, GCOM) will be made.

Decisions

Proposed amendments were discussed and agreed upon as noted in Appendix B.

Agenda No. 8

Title - Other Business

Members were invited to present other items of business.



Item	Discussion
	<p>Don Spruston led this discussion with an overview of the Management Committee structure within IBAC to help develop IS-BAO policies. Telecoms are held once a month to discuss and agree on policies and share information..</p>
<p>a. Standards Manager Position</p>	<p>Katherine Perfetti will step down from the Standards Manager position-she will continue to help with program beyond that as part of the restructuring. A search for her replacement has been initiated. We have a number of applications and a selection committee who will review the applications. Emphasis is on management capability. We rearranged the importance of attributes and put emphasis on management vs actual conduct of the work. The position has become a heavy workload. The process will be for the selection committee to assess applications and conduct interviews of top candidates. Timing: completion early 2011.</p>
<p>b. IS-BAO Business Model</p>	<p>As proposed at the POC last year, we need to step back and evaluate the program especially based on growth and expanded workload-- look at new concepts, new ways of doing business. We also have a number of regulatory implications: Overseas Territories, EASA, etc. are recognizing industry standards. The Management committee has discussed regulatory interface. Don Spruston discussed the kinds of complexities as more government organizations recognize IS-BAO as means of compliance. POC recs were submitted to the Governing Board and agreed to get a consulting company and internal task group involved to develop options for a business model for IS-BAO which would be presented back to the Governing Board for approval. InterVISTAS was approved as the consulting company to provide project mgmt/ facilitation for internal task group to develop business model. From now to end of March they will develop a proposal. Chelwin Cheng and Solomon Wong attended the Standards Board as start of process to look at how we do this, constraints, time frames, etc. We have formed an internal task group which consists of Management committee, Steve Brown, David Nigri, Paul Stinebring. Other volunteers are encouraged. We want InterVISTAS to visit with other Standards Board members. A meeting was held at 5 today to launch the process. Tomorrow, Chelwin and Solomon will be available to interview others/ sit through the IS-BAO presentation. We are trying to keep the scope as wide as possible, however the Governing Board wants to continue with the concept of a not for profit , industry driven program. Overall governance- Governing Board will remain as overall governance for program. Business model has to fit with in not for profit, but has to be an additional level of governance of program. Chelwin, Solomon will manage process until it goes to Governing Board next May. This afternoon: first of a number of think tanks focused on process. Need to manage growth: Forecast-we will reach 500 certificates mid 2011. Regulatory acceptance/ helicopter edition will add to the complexities. How do we manage this growth? We need to ensure that we have good due diligence and oversight of the program program.</p>
<p>c. Helicopter IS-BAO</p>	<p>An agreement has been signed with HAI, British and European Helicopter associations to develop a HE version by workgroup with oversight from a Steering Committee (made up of reps from each</p>



Item	Discussion
	<p>of the signatory groups) The concept is to keep standard close to what it is—AMC/ guidance to reflect helicopter operations. There may be some standards specific to airplanes or to helicopters. Work has already started. Bob Scheffield chair and Stan Rose, Vice-Chair have started work on establishing work group. Ray Rohr provided background briefing/ training. The time line is still under development, but it is not expected that IS-BAO portion will take that long. The other part is for the helicopter associations to develop mission specific standards- that will be their total responsibility and will not be a function of this Standards Board. A couple of helicopter association persons will join this board.</p> <p>Timeline: spring 2011</p> <p>Task from first teleconference- develop timeline over next 30 days, identify what is missing, what needs to be worked. The HAI trade show is in March and we would like something to present by that date.</p> <p>There was additional discussion on beta testing the product. Auditors: helicopter associations will sanction auditors with helicopter experience—details to be developed. Helicopter associations will be involved in the audit review process/ monitoring.</p> <p>HAI stated they are pleased to be part of the process. They provided an overview of the growth potential and of the work with the International Helicopter Safety Team. They are pleased to partner with the IS-BAO SMS program.</p>
<p>d.. ICAO compliance dates and Government acceptance of IS-BAO to meet regulatory requirements/ FAA update</p>	<p>ICAO annex date: 18 Nov 2010 effective date- A limited number of States have implemented Section 3</p> <p>Bermuda- Cayman Canada</p> <p>Singapore and Hong Kong in process—writing rules almost to exact words of annex</p> <p>EASA- revised NPA will be issued shortly and will know wording but essentially are adhering to Section 3, Annex 6 part II but with different applicability.</p> <p>FAA- There was discussion over asking IBAC support in delaying FAA SMS rulemaking- we disagreed as this would be contrary to our efforts to implement IS-BAO and SMS.</p>
<p>e. Electronic revision process</p>	<p>Debated this over past years- at what point do we convert from hard copy revision to electronic process-we reached a decision this year because of packaging/ shipping 1500 copies of revision has become difficult. Problem is more of keeping addresses/ contacts current—many returned as undeliverable—became administrative burden. We will move to an all electronic revision for 2011. However, a provision to provide hard copy for subscription fee will be made available.</p> <p>Each holder of IS-BAO will have a password to website and can access website Jan 1- can go through password to get updated revision. If they lose their password, process will allow a new password. We are now going through list of names of IS-BAO holders/ addresses/ e:mails to update the mailing list.</p> <p>Auditors will need to be diligent to ensure operators have current revision.</p> <p>Revisions will continue to be identified the same as currently available on the CD (one version with track changes plus change table, etc)</p>



Item	Discussion
f. Price increases 2011	<p>Revolving fund: Expenditures over the last few years were higher than revenues (SMS eLearning, SMS toolkit, CEN) due to special projects. We still needed to maintain some level of funding in revolving fund. We have kept the same price for IS-BAO since 2002—after analysis we decided to increase the price from \$950 to \$1200. Associations administrative costs had increased (past \$50—new program each association will retain \$150 for administration costs) Helicopter associations are part of the agreement to sell IS-BAO.</p> <p>The program is reliant on continuous growth. If did not get that, would need to adjust pricing structure. At some point, may need to consider additional fees—to be discussed in business model discussion. It may be we build in a process each 3 years.</p> <p>Registration fees were increased from \$250 to \$350/ renewal fees were increased from \$75 to \$150.</p> <p>A suggestion was made that through the password process, a fee for renewal of password be applied.</p> <p>Basic economic issue: Created asset—knowledge product—how do you monetize/ recover cost/ maintenance—we are not capturing that—more difficult question is to create something intangible—major knowledge companies have moved to annual subscription.</p> <p>Need to recover the investment of people updating the knowledge product.</p>
g. Auditor issues (website listing (areas of expertise)/ monitoring)	<p>The rationale for providing a database of auditor expertise was discussed. Problems: the auditor listing on the website is difficult to navigate due to the high number of auditors/ experience is not always linked to name. We want auditors to have an understanding of operator's operation—auditors have a wide range of backgrounds and experience. Not all auditors provide a link to their resume.</p> <p>Website will now allow for this database. We are confident that this is achievable. Action: work with David Nigri/ Helicopter work group.</p>
h. Management company policy	<p>Policies for audit of management companies have been established by the Management Committee. These policies need to be transparent. They are issued in the policy section of the website and will be included in the 2011 revision.</p>
i. ELearning product	<p>Recurrent course was developed. The Initial course was comprehensive but got feedback it was too long. A shorter course was developed that can be used for recurrent or for those not involved in implementation. PDP credit is available for both workshops.</p>

Action Required

Discuss and resolve any additional items of business that are presented. Discussion of each item is included in the second column above.

Summary of action items:

1. Selection of new Standards Manager
2. Completion of IS-BAO Business Model
3. Development of helicopter IS-BAO



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

4. Fee increase to take place in 2011
5. Database development (auditor listing)
6. Management company policy – posted but continue to review
7. ELearning- continue to review

Agenda No. – 9

Title – Next Meeting

It is proposed to convene the next meeting of the IS-BAO Standards Board on Sunday, October 9, 2011, or the call of the chair if he deems it necessary to meet prior to that date. Note: NBAA convention will be held October 10-12, Las Vegas, NV

Action Required

Info only

Decisions

Set October 9, 2011 for the next Standards Board meeting.

Agenda No. – 10

Title -- Adjournment

The meeting was adjourned at 3:30.



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

Appendix A – IS-BAO Registered Operators

Note: A number of operators on this list have ceased operation/ merged operations or did not renew.

1	Entergy Services, Inc.	New Orleans, LA
2	The Coca Cola Company	Atlanta, GA
3	Altria Corporate Services Inc.	White Plains
4	Toyota AirFlite	Hebron, KY
5	MI Home Products	Harrisburg, PA
6	Magna International, Inc.	Toronto, ON, Canada
7	Yum! Brands Aviation	Louisville, KY
8	IBM	White Plains, NY
9	Countrywide Home Loans	Van Nuys, CA
10	Boeing Executive Flight Operations	Chicago, IL
11	The Home Depot	Atlanta, GA
12	Shell US	Houston, TX
13	Sky River Management	Henderson, NV
14	Gannett Co. Inc.	Dulles, VA
15	Shell Aircraft International	Rotterdam, Netherlands
16	Darden Restaurants	Orlando, FL
17	Aon Aviation, Incorporated	Chicago, IL
	(BellSouth Corp. Aviation and Travel Services, Inc.-Merged with ATT 2009)	Atlanta, GA
18	Executive Fliteways, Inc.	Ronkonkoma, NY
19	AFLAC Incorporated	Columbus, GA
20	T-Bird Aviation	DuPage West Chicago, IL
21	Cargill Corporate Aircraft	Minneapolis, MN
22	Koch Business Holdings, LLC	Wichita, KS
23	Koch Business Holdings, LLC	Atlanta, GA (base added in 2009)
24	Textron, Inc.	Warwick, RI
25	Caterpillar, Inc.	Peoria, IL
26	Anglo Operations Limited	Bonaero Park, South Africa
27	Mente, LLC	Seattle, WA
28	Merck & Company Inc.	West Trenton, NJ
29	General Mills Inc.	Minneapolis, MN
30	Harley-Davidson Motor Co.	Milwaukee, WI
31	CVS Caremark	Warwick, RI
32	BD Aviation	Teterboro, NJ
33	Marathon Oil	Houston, TX
34	BMW	Munich, Germany
35	CIGNA Corp.	Windsor Locks, CT
36	Husky Injection Moldings-No longer in business	Toronto, ON, Canada
37	Kellogg Company Aviation Dept.-	Battle Creek, MI
38	Bunn-O-Matic Corp	Springfield, IL
39	Amerada Hess Aviation	West Trenton, NJ
40	GE Corporate Air Transport	Newburgh, NY
	2002-2005 Standards Board meeting: 40 registrations 2009: 1 merger and 1 satellite base added	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

	Since 2005 Standards Board Meeting:	
41	Amgen Aviation	Camarillo, CA
42	DB Aviation	Waukegan, IL
43	Group Holdings Inc	Fort Worth, TX
44	AGRO Industrial Management	West Palm Beach, FL
45	Northrop-Grumman Aviation Division	Hawthorne, CA
46	PepsiCo Flight Operations	White Plains, NY
47	PepsiCo	Addison, TX base added 2009
48	United Services Automobile Assn	San Antonio, TX
49	Aviation Consultants of Aspen, Inc	Hollis, NH
50	Johnson & Johnson	West Trenton, NJ
51	Gulfstream Aerospace Demo and Corp Flight Operations	Savannah, GA
52	Dassault Falcon Jet	Teterboro, NJ
53	Lockheed Martin Corporate Aircraft	Baltimore, MD
54	Consolidated Contractors International Company. S.A.L	Athens, Greece
55	Emerson Aviation	Chesterfield, MO
56	Specsavers Aircraft Ltd.	Guernsey, CI, UK
57	Líder Táxi Aéreo	Belo Horizonte, MG, Brazil
58	Schering-Plough Corporation- No longer in business	Morristown, NJ
59	Nike Flight Operations	Hillsboro, OR
60	DuPont Aviation	New Castle, DE
61	Valero Energy	San Antonio, TX
62	Hendrick Motor Sport Aviation	Charlotte, NC
63	Occidental Petroleum	Burbank, CA
64	Eastman Kodak	Rochester, NY
65	M & N Aviation	Casper, WY
66	Owens Corning	Swanton, OH
67	Texas Instruments	McKinney, TX
68	Costco	Issaquah, WA
69	FedEx	Memphis, TN
	2005 Board meeting to 2006 Board meeting: 28 registrations. 1 Satellite Base added in 2009	
	Since 2006 Standards Board Meeting:	
70	Venture Jets Inc	Lititz, PA
71	Peabody Energy	St. Louis, MO
72	Qwest Communications	Englewood, CO
73	Target Corporation	Minneapolis, MN
74	Nationwide Insurance	Columbus, OH
75	Eaton Corporation	Richmond Heights, OH
76	Xerox Corporate Aviation Services	White Plains, NY
77	Baldwin Aviation	Hilton Head, SC
78	3M Company	St. Paul, MN
79	Kraft Foods Global, Inc.	Milwaukee, WI
80	Lowe's Companies Aviation Dept	Statesville, NC
81	KeyCorp	Cleveland, OH
82	IMS Health Transportation Services	Oxford, CT
83	Monsanto	Chesterfield, MO



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

84	Flight Management Corporation	Sarasota, FL
85	Cessna Aircraft Company	Wichita, KS
86	S.C. Johnson & Son Aviation	Racine, WI
87	Johnson Controls Aviation Departments	Milwaukee, WI
88	University of Notre Dame	Notre Dame, IN
89	Cummins Corporate Aviation	Columbus, IN
90	Bristol-Myers Squibb	West Trenton, NJ
91	Corporate Flight Alternatives	Dayton, OH
	2006 Board meeting to 2007 Board meeting : 22 registrations	
	Since 2007 Standards Board Meeting	
92	U.S Steel Corp.	Pittsburgh, PA
93	Cardinal Health	Columbus, OH
94	DePuy Orthopaedics, Inc	Warsaw, IN
95	Control Techniques	Newtown, Powys, UK
96	Jackson National Life	Lansing, MI
97	Progress Energy	Raleigh, NC
98	El Paso Corporation Aviation Dept.	Houston, TX
99	Kohler	Sheboygan Falls, WI
100	Valmont Industries Inc.	Omaha, NE
101	General Dynamics	Dulles, VA
102	SCANA	West Columbia, SC
103	Jet Asia, Ltd.	Macau SAR China
104	JELD-WEN	Klamath Falls, OR
105	Honeywell	Morristown, NJ
106	Honeywell Aerospace	Phoenix, AZ
107	Maguire Aviation Group, LLC	Van Nuys, CA
108	University of Wyoming	Laramie, WY
109	Hewlett-Packard	San Jose, CA
110	Phillip Morris International Global Services	White Plains, NY
111	Gaylord Entertainment Company	Nashville, TN
112	Duke Energy	Charlotte, NC
113	Million Air Dallas	Addison, TX
114	NASCAR	Daytona Beach, FL
115	JP Morgan Chase	White Plains, NY
116	Waste Connections Aviation Dept.	Folsom, CA
117	Level (3) Communications	Broomfield, CO
118	Travelers Aviation Department	Windsor Locks, CT
119	Pfizer, Inc. Aviation	West Trenton, NJ
120	Richard Crouse & Associates, Inc.	Frederick, MD
121	Commonwealth of Virginia, Department of Aviation	Richmond, VA
122	Anadarko Petroleum Company	Houston, TX
123	MGM	Las Vegas, NV
124	Bath Iron Works	Portland, ME
125	Dominion Resources	Richmond, VA
126	VC Jets, LLC	Carlsbad, CA
127	Sears	Chicago, IL
128	Dreamworks	Burbank, CA
129	Seaflight Aviation	Piraeus, Greece
	2007 Board meeting to 2008 Board meeting : 38 new	



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

	registrations	
	Since the 2008 Standards Board Meeting (October 4, 2008 to October 12, 2009)	
130	KALAIR	Kingdom of Saudi Arabia
131	Sunwest Aviation	Calgary, AB
132	BelAir Ltd	Hamilton, Bermuda
133	Nordstrom	Seattle, WA
134	Starbucks Corporation	Seattle, WA
135	Relational Investors LLC	Carlsbad, CA
136	Electric Boat	Groton, CT
137	Zurich Flight Operations	Kansas City, MO
138	Jet Logistics, Inc.	Raleigh, NC
139	Devon Energy	Oklahoma City, OK
140	ElanAir, Inc dba Heritage Flight	South Burlington, VT
141	ExecuJet Zurich AG	Zurich, SW
142	Quest Diagnostics	Reading, PA
143	Hallmark Cards	Kansas City, MO
144	Raytheon Executive Aircraft Operations	Bedford, MA
145	MassMutual Flight Department	Springfield, MA
146	Midwest Aviation	Omaha, NE
147	Parker Hannifin Corporation	Cleveland, OH
148	Victory Aviation	Ft Lauderdale, FL
149	Bechtel Corporation	Oakland, CA
150	TWC Aviation	Van Nuys, CA
151	XO Jet, Inc.	McClellan, CA
152	Sanderson Farms Flight Department	Laurel, MS
153	AT&T	Dallas, TX
154	Jetpool, LLC	Charlotte, NC
155	The Procter & Gamble Company	Cincinnati, OH
156	Moser Aviation, LLC	Englewood, CO
157	Ball Corporation	Broomfield, CO
158	Shell Aircraft International	Calgary, Canada
159	Deere & Co	Moline, IL
160	Florida Power and Light Flight Operations	West Palm Beach, FL
161	Tyson Foods, Inc	Bentonville, AR/ Sioux City, IA
162	Limited Brands	Columbus, OH
163	Midwest Jet Management, Inc.	Cincinnati, OH
164	Delta AirElite Business Jets, Inc.	Erlanger, KY
165	Ziff Brothers Investments LLC	Oxford, CT
166	GAMA Charters Inc	Stratford, CT
167	RusJet	Moscow, Russia
168	Eurojet Holdings Ltd	Torino, Italy
169	MedImpact Flight Operations	San Diego, CA
170	Volo Aviation, LLC	Stratford, CT
171	Jet Linx Aviation, LLC	Omaha, NE
172	HMC Interests, LLC	Houston, TX
173	Aircraft Management Limited	Jakarta, Indonesia
174	Picton II Ltd	Geneva, SW
175	Northern Illinois Flight Center	Lake in the Hills, IL



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

176	MVA Aviation Ltd	Hamilton, Bermuda
177	Midwest Aviation	Marshall, MN
178	Interactive Corporation Flight Department	Teterboro, NJ
179	Worldwide Aircraft Holding Co. Ltd	Dorset, UK
180	National Gypsum Company	Charlotte, NC
181	Nash Finch Company	Minneapolis, MN
182	TailWind Ltd	Pending report completion
183	BRISAIR	Geneva, SW
184	TAG Aviation SA	Geneva, SW
185	TAG Aviation UK	Dorset, UK
186	Orient Wonder	Malaysia
	Since 2009 Standards Board Meeting: 58 new registrants (as of October 12)	
	Since the 2008 Standards Board Meeting (October , 2009 to October 1, 2010)	
187	Arcadia Aviation	Martinsburg, WV
188	ElitAvia	Slovenia
189	PNC Financial Services Group	West Mifflin, PA
190	Luck Stone Corporation	Manakin, VA
191	Abbott Laboratories, Inc.	Waukegan, IL
192	Wayfarer Aviation	Weymouth, MA
193	Tower House	Jersey, UK
194	International Jet Club Limited	Farnborough, UK
195	Weyerhaeuser	SeaTac, WA
196	Clementine Aviation Services	Clermont, FL
197	British Antarctic Survey	Cambridge, UK
198	SK Logistics	St Augustine, FL
199	Next Century Air	Sausalito, CA
200	Albinati Aeronautics SA	Geneva, SW
201	Desert Jet, LLC	Thermal, CA
202	Talon Air	Farmingdale, NY
203	Jet Aviation Flight Services	Teterboro, NJ
204	Retrix (New World Jet)	Hyannis, MA
205	Premiair	Jakarta, Indonesia
206	Dennis Vanguard Intl	Kenilworth, UK
207	Kansas City Life Insurance Co	Kansas City, MO
208	Sun Air Jets, LLC	Camarillo, CA
209	Wal-Mart Aviation	Rogers, AR
210	Owens-Illinois	Swanton, OH
211	Sky Limo Corporation	Ft Lauderdale, FL
212	Disney Aviation Group	Burbank, CA
213	Schweitzer Engineering Laboratories	Pullman, WA
214	Channellock, Inc.	Franklin, PA
215	BAE Systems	Dulles, VA
216	ExecuJet Middle East	Dubai, UAE
217	National Express Co	Newburgh, NY
218	Eiger Jet	Geneva, SW
219	US Coast Guard	Clearwater, FL
220	Florida Wings	Boca Raton, FL
221	Tenet Healthcare Corp	Dallas, TX



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

222	Key Air	Oxford, CT
223	Comlux Aviation AG	Kloten, SW
224	ProAir Charter Transport GmbH	Filderstradt, Germany
225	Copper Station Holdings LLC	Walterboro, SC
226	Linair Limited	Saudi Arabia
227	Flight Calibration Services	Braunschweig, Germany
228	Sunset Aviation dba Solarius Aviation	Petaluma, CA
229	New World Jet Corp	Hyannis, MA
230	ACM Air Charter	Rheinmuenster, Germany
231	Omyaviation	North Clarendon, VT
232	Revesco Aviation Pty	Perth, Western Australia
233	Falconair Ltd	West Cape, South Africa
234	ACM Aviation LLC	San Jose, CA
235	Squadron Aviation Services Ltd	Sao Paulo, Brazil
236	Eli Lilly and Co	Indianapolis, IN
237	Jaydayel Aviation Ltd	Jeddah, Saudi Arabia
238	Florida Jet Service	Ft Lauderdale, FL
239	Carnival Corporation	Ft Lauderdale, FL
240	Tudor Investment Corp	Oxford, CT
241	Ty Air	Santa Barbara, CA
242	Cambridge Flight Support	Clarksville, MD
243	HJ Heinz Co	Moon Twp, PA
244	World Class Aviation	Houston, TX
245	TWO Air	Hamilton, Bermuda
246	Macau Jet Intl	Macau
247	Thomas & Betts	Memphis, TN
248	Coventry First Aviation	West Trenton, NJ
249	Werner Enterprises	Omaha, NE
250	Citation Air	Grenwich, CT
251	Pentastar Aviation Charter	Waterford, MI
252	Little Rock Production Flight Test- Hawker Beech	Little Rock, AR
253	SCI Management Co	Houston, TX
254	Vitesse Aviation Ltd	Hamilton, Bermuda
255	Milliken and Co	Greer, SC
256	Sentry Insurance and Mutual Co	Stevens Point, WI
257	Exxon Mobil	Dallas, TX
258	Novajet Ltd	Mississauga, ON Canada
259	Silicon Valley Express	San Jose, CA
260	General Dynamics ATP	Charlotte, NC
261	LECO Corp	South Bend, IN
262	Stargazer Aviation	San Antonio, TX
263	Shukra Ltd	London, UK
264	Aero One Ltd	Ft Lauderdale, FL
265	Vacuna Jets Ltd	Hamilton, Bermuda
266	Gibbs International Inc	Greer, SC
267	Dinberly-Clark Corp	Dallas, TX
268	Meridian Air Charter	Teterboro, NJ
269	Graham Capital Co	New Cumberland, PA
270	General Dynamics AIS	Herndon, VA
271	Polaris Aviation Solutions	Teterboro, NJ



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

272	Darby Holdings	Baltimore, MD
273	Ace Aviation Services dba Hop-A-Jet	Ft Lauderdale, FL
274	Bob Evans Farms	Columbus, OH
275	Enterprise Aviation- Bermuda Ltd	Opa Locka, FL
276	Rida Aviation Ltd	Kingwood, TX
277	Malibu Consulting Corp	Van Nuys, CA
278	Dayco Properties Ltd	Coral Gables, FL
279	Jet Source Charter Inc	Carlsbad, CA
280	The Scott's Company LLC	Columbus, OH
281	Pecos Aircraft Sales and Leasing dba Pecos Air Charter	Dallas, TX
282	Dow Chemical Co	Freeland, MI
283	Amway Aviation	Grand Rapids, MI
284	Cephalon Inc	New Castle, DE
285	Waste Management Aviation	Houston, TX
286	Bell Helicopter Textron Corp Flt Ops	Ft Worth, TX
287	CP Management	Glen Burnie, MD
288	Archer Daniels Midland	Decatur, IL
289	McDonald's Corp	West Chicago, IL
290	Interface Operations Bermuda Ltd	Las Vegas, NV
291	Aero Leasing Inc/Vulcan Aviation	Seattle, WA
292	Aramco Associated Co	Houston, TX
293	Hangar Acquisition Corp dba Queen City Jet Charter	Cincinnati, OH
294	Verizon Aviation Dept	Morristown, NJ
295	Standard and Poor's Securities Evaluations Inc	White Plains, NY
296	R.O.P Aviation Inc	Teterboro, NJ
297	Town Fair Tire	Oxford, CT
298	National Jets, Inc	Ft Lauderdale, FL
299	Shaw Managed Services	Baton Rouge, LA
300	Spectra Energy	Houston, TX
301	Crane Company	White Plains, NY
302	HEB	San Antonio, TX
303	Citi Aviation	White Plains, NY
304	Two Bear Management	Kalispell, MT
305	Meijer Inc	Grand Rapids, MI
306	Flying Lion Ltd	Boca Raton, FL
307	Haverfield Aviation	Gettysburg, PA
308	Marathon Petroleum	Findlay, OH
309	Friedkin Aviation	Houston, TX
310	First Energy Corporation	North Canton, OH
311	Jani-King International	Addison, TX
312	LJ Associates Inc dba L J Aviation	Latrobe, PA
313	Westbury Group Ltd	Naples, FL
314	Corporate Air Travel-Oakland Air	Waterford, MI
315	Business Jet Services Ltd	Dallas, TX
316	SK Travel LLC	New Castle, DE
317	Perfect Aviation Portugal SA	Lisbon, Portugal
318	Worldwide Jet Charter LLC	Phoenix, AZ
319	EOS Aviation LLC	San Jose, CA
320	UTFlight	East Granby, CT
321	Skybird Aviation Inc	Van Nuys, CA



**Decision Record
IS-BAO Standards Board 11**

**Atlanta, GA
October 18, 2010**

322	CUNA Mutual Insurance Society	Madison, WI
323	American Family Insurance	Madison, WI
324	Air Mercury Ltd	Hamilton, Bermuda
325	Midland Financial Co	Bethany, OK
326	Ameriprise Financial Inc	New Windsor, NY
327	Monarch General Aviation (Lions Air Group)	Vaduz, Liechtenstein
328	Empire Aviation Group	Dubai, UAE
329	Interlaken Capital Aviation Services Inc	White Plains, NY
330	American Electric Power	Columbus, OH
331	SPX Corporation	Charlotte, NC
332	Parker Drilling Co	Sugar Land, TX
333	Corporate Jets LLC dba Priority Jet	Peachtree City, GA
334	Colt Aviation	Sao Paulo, Brazil
335	Corporate Jets LLC	Scottsdale, AZ
336	The Next Group	Jackson, MS
337	BNY Mellon Bank	Corapolis, PA
338	Churchill Industries	St Paul, MN
339	Seaflight Aviation	Piraeus, Greece
340	Coordinates Operations LLC	Bedford, MA
341	The DIRECTV Group	Van Nuys, CA
342	Dillard's	Little Rock, AR
343	Tyrolean Jet Service Nfg GmbH & Co KG	Innsbruck, Austria
344	Regent Air Inc	Truckee, CA
345	Pacific Jet Aviation	San Jose, CA
346	Hantz Air LLC	Romulus, MI
347	Masco Corporation Aviation Dept	Romulus, MI
348	Professional Care 1	Opa Locka, FL
349	L-3 Communications- Vertex	Greenville, TN
350	LFG Aviation Pty Limited	East Sydney, Australia
351	Dollar General Corporation	Goodlettsville, TN
352	Symax Aviation	West Palm Beach, LF
353	JC Penney	Dallas, TX
354	White Rose Aviation	West Palm Beach, FL

IS-BAO 2011 REVISION PROPOSALS

Appendix B – IS-BAO Issues for Amendment

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
	It has been suggested that the header of the IS-BAO that reads “IS-BAO – An International Standard for Business Aircraft Operations” be changed to read “ISBAO – The International Standard for Business Aircraft Operations”.	The title and style of the acronym was selected when the IS-BAO was initially developed. The word “An” was rather than “The” so that the title would not sound pretentious. In addition, this would not be a simple matter of a wording change as the name has been copyrighted.	No change.	No change.
1.3	The phrase “compliance with IS-BAO” is used rather than “conformity with IS-BAO”.	The Audit Procedures Manual states that the objective of an audit is “to determine that the flight department is in conformity with the IS-BAO standards”. Therefore the use of the word “compliance” to describe the registration requirements is inappropriate.	Revise para 1.3 accordingly.	Revise para 1.3
1.3	An auditor has observed that there is a discrepancy in Registration validity period as described in para 1.3 and the dates that are shown on the Certificates of Registration.	There is a discrepancy in the wording. The para should be changed to indicate that the validity period is issued for a period of two years from the end of the month in which the audit was completed, unless otherwise specified.	Revise para 1.3 accordingly.	Revise para 1.3 to indicate that the validity is issued for a period of 2 years from the end of the month in which the audit was completed, unless otherwise specified.
2.7.4	Information on IS-BAO and SMS Toolkit workshops is not current.	The information needs to be updated to reflect the current situation.	Update the information.	Update accordingly.
	Make reference to IS-BAO Policy 2010-4.	An IS-BAO Policy on Policy on IS-BAO Support Services Affiliation has been developed and reference to it should be included.	Add reference to the Policy and related information.	Add reference.
2.7.5	Some operators have indicated that they were confused about the use of the GCOM when their operations manual is in a different format.	The GCOMs are provided as guidance material and operators are free to use the format of their choice for their operations manual. If a different format is being used it is suggested that the GCOM be used as a checklist to help ensuring that the required information is included in their operations manual.	Add further information to that effect.	Add information.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
		It is also recognized that for CAT the regulatory authority may specify the content and structure of the ops manual.		
2.7.6	It has been suggested that we augment the suggestion that prior to the audit operators should provide the auditors with a filled-in copy of the IS-BAO Audit Protocol that identifies the location of each of the audit elements in the operator's documents or systems, as well as copies of all relevant manuals.	It is standard practice for most auditors to request this information but it appears that it is not being done in all cases.	Add further information to that effect.	Add information to that effect.
2.7.8	The process for distribution of IS-BAO amendments has changed.	The change in process must be reflected in the IS-BAO.	Modify this section to reflect the current IS-BAO amendment distribution process.	Modify to reflect the new amendment distribution process.
3.2.3	The requirement for an internal audit program for large or complex operations is not specifically addressed in the IS-BAO.	Experience gained in working with a large aircraft management company has demonstrated the need for some more specific material on the issue in both the IS-BAO and APM.	Add a note to 3.2.3 on the requirement for large and complex operations to have an internal audit program as part of the safety assurance processes.	Agreed.
3.2.3	An auditor has suggested that an Internal evaluation program should be mandatory. Perhaps an addition to 3.2.3a – insert “The organization shall develop and maintain a system to verify safety performance and <i>continuing conformance to IS-BAO standards of the organization....</i> ”	See item above. The wording of 3.2.3 is that of the ICAO SMS Framework. That wording has been selected to facilitate the development of that is appropriate to the size and complexity of the operations and noted in para 3.2.	The note recommended above is an appropriate course of action.	Agreed.
3.3	Bermuda and possibly other British Overseas Territories would like to have a statement in the IS-BAO Audit Report that the operator meets the requirements specified in their aviation rules.	<p>Para 3.3 of the IS-BAO currently states that “<i>each operator must establish and maintain a system for identifying applicable regulations, standards, approvals and exemptions and demonstrating compliance with them.</i>” Therefore the requirement to have a system to achieve the desired result is already included.</p> <p>The issue is do we wish to go beyond this to the point where IS-BAO becomes in effect a proxy of a CAA so it may be more appropriate to add a note regarding focus of compliance monitoring.</p>	Add notes regarding compliance monitoring.	Add note re compliance monitoring.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
4.1.1	The use of the term “person responsible for maintenance” is not appropriate for EU registered aircraft	The ICAO definition of maintenance includes both the performance of maintenance and the tasks required to ensure the continuing airworthiness of an aircraft the European rules differentiate between the two activities. Hence, for operators of large aircraft registered in an EU State the requirement specified in para 4.1.1.c would be fulfilled by the CAMO.	Add a note accordingly.	Add clarifying note.
4.1.3	This para is formatted like a recommended practice but it is informational only.	As the para is informational only it should be a Note.	Change the para to a note.	Change para to a note.
4.6	It has been noted that the IS-BAO does not contain any provisions related to the use of psychoactive substances.	The issue is addressed in ICAO Annex 1 and referenced in Annex 6 Part II. It is also addressed in many State regulations. On the other hand there is already a provision in 4.2.1.a requiring the PIC to ensure that incapacitated from performing their duties due to the effects of any psychoactive substance.	While it may be realistic to add a recommended practice on the issue the proliferation of such information should be considered.	Add a recommended practice re use of psychoactive substances.
5.1.2	At an Auditor Renewal Workshop it was recommended that the word “syllabus” be changed to “course outline”.	Syllabi are generally considered to be detailed descriptions of the course, whereas a course outline is more general but covers all the main points of the training.	Revise “syllabus’ to “course outline”.	Agree.
5.2.2	An auditor notes that he is not aware of any Crew Resource Management (CRM) training for dispatchers, schedulers or maintenance personnel; however, there is Human Factors training for all of these positions. He, therefore, suggested that the mention of CRM training for other than flight crew be removed.	While CRM training is designed primarily for flight crew member, CRM training providers indicated that they also include other personnel in their classes. As the current recommendation includes both options of CRM and Human Factors training it would appear that no change is warranted.	No change.	No change.
5.5	An auditor has commented that the wording of 5.5.1 and 5.5.2 can lead to ambiguity.	It is agreed that the use of the terminology “but shall at least” is not ideal and there is other potential ambiguity in the structure of the requirement.	Reword to clarify the requirement.	Reword.
6.2	It has been noted that this section which is titled “Flight Planning Requirements” also contains other pre flight requirements.	This is correct. It may be appropriate to modify the title.	Change section title to “Flight Planning and Pre Flight Requirements”.	Change title as noted.
6.2.4	An auditor recommended that the requirement for IFR flight without an alternate be changed from “ <i>that there is reasonable certainty that, at the estimated time of arrival at the aerodrome of intended landing, and for a reasonable period before and after such</i>	The current provision reflects the requirement specified in Annex 6 Part II and provides scope for judgment based on the duration of the flight and other pertinent factors.	No change.	No change.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
	<i>time, the approach and landing may be made under visual meteorological conditions</i> ” to a hard time such as two hours before and after estimated arrival.			
6.2.10	Surface contamination training is required in Chapter 5 but there are no surface contamination requirements specified in other areas of the IS-BAO.	This high profile issue is not addressed in Annex 6 Part II but is an important safety issue that should be included in the Flight Operations chapter.	Add section 6.2.10 Surface Contamination.	Add section.
6.3.1	One auditor was of the opinion that 6.3.1 required the operator to have a pilot self dispatch operational control system.	While the requirement has been in place for a number of years and has not been previously questioned, there may be room for clarification.	Make minor editorial amendment to eliminate possible ambiguity.	Make amendment.
6.3.2.d	Address the issue of lack of info to satisfy the requirement specified in 6.3.2.d for SAR info. FSF has identified the International Maritime Organization (IMO) website: http://www.imo.org/includes/blastDataOnly.asp/data_id%3D26137/1-Corr-7.pdf for search and rescue services.	This is a recommended practice in Annex 6 Part II. There may be value for VFR ops but when operating IFR and with modern communications systems, there is very limited scope for action by pilots with regard to SAR alerting.	Change to 6.3.3 and make it a recommended practice. Also add an informational note.	Make recommended change.
6.6	A standard has been added to Annex 6 regarding periodic height monitoring requirement for RVSM approval.	While States will be expected to introduce this new requirement in the near future it should be also added to section 6.6.	Add requirement on periodic height monitoring.	Add requirement.
6.14	A service provider has recommended that section 6.14 Travel Health, be changed from a recommendation to a standard, and that a number of provisions be added.	No substantive justification for the recommended changes were provided and while the changes may have some merit, they appear to include some self serving material. Therefore, it has been concluded that the proposed modification is not appropriate and the existing recommended practice is should be retained.	No change.	No change.
7.2.2	An operator and an auditor have questioned the use of the word “custody” in this para.	It would appear that the words “the custody and care of” are redundant. The operator is simply “responsible for disembarking passengers and crew members from the time they leave the aircraft until they are accepted for examination for entry into a State”.	Delete the words “the custody and care of” from 7.2.2.	Agree- delete words.
8.3	The FAA has issued an INFO on the processes for US commercial operators to obtain a certified true copy of their AOC.	The format of the AOC held by some US operators may different than the format specified by ICAO and the INFO describes the process for operators to use to obtain a copy in the standard format. While this is only a US issue it may be appropriate to include the information as a note in the IS-BAO.	Add a note in section 8.3	Add note to 8.3
8.7	It has been noted by operators and auditors that Information on areas which States have designated	Such information would be included in the State’s AIP.	Add a note indicating that such information would be	Agreed.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
	as an area in which search and rescue would be especially difficult, is very difficult to obtain		in the State's AIP and encouraging operators to apply judgement when flying over remote areas with harsh environments.	
8.14	As the FDR requirements in one State do not meet the ICAO requirements, aeroplanes have been built that do not meet the ICAO and IS-BAO requirements. Retrofit of many of these aeroplanes is impractical.	<p>It has been suggested that the IS-BAO requirements be amended to accommodate the non-conforming State but this would not appear to be a realistic solution given the mandate of the IS-BAO is to reflect the ICAO requirements and promote harmonization.</p> <p>Accordingly it is suggested that an acceptable solution would be for operators of such aeroplanes to include a provision in their operations manual whereby such non-conforming aeroplanes would be restricted to operations within domestic airspace except when the operator has obtained prior permission from the State in whose airspace the a will operate.</p>	Add a note to section 14 offering the acceptable solution.	Agreed.
8.14.4	There is an error in the CVR applicability date.	The CVR requirement applies to aeroplanes where the individual type certificate was first issued on or after Jan 1, 1987 not 1989	Correct the applicability date.	Date corrected.
8.14.5	The recommendation does not exactly reflect the recommendation contained in ICAO Annex 6.	The CVR recommendation for aeroplanes over 5 700 kg applies only to those for which the individual certificate of airworthiness was first issued on or after 1 January 1987.	Add the additional exclusion.	Additional exclusion added.
9	Auditor has noted that maintenance training and fatigue management requirements are listed outside chapter 9. He recommends a note at the end of chapter 9 directing the attention of maintenance personnel (and auditors) to 5.1.6, 5.2.2 and 6.13 to emphasize the need for these features for maintenance personnel.	<p>The IS-BAO addresses the organization as a whole rather than silos within the organization. Accordingly, all training is addressed in the Training chapter and fatigue countermeasures for all personnel are addressed in 6.13.</p> <p>While it would appear anomalous and redundant a note could be added to Chapter 9 as a reminder of where the requirements are specified.</p>	A note should not be required but one has been inserted at the end of the chapter for consideration.	Add note.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
	An auditor suggested that information be added on the requirement for a second person to conduct inspections when maintenance involves critical components.	AMC 9.1 deals with a maintenance control system and not the conduct of maintenance other than elementary work/preventative maintenance and servicing and ground handling for pilots.	No change	No change.
	It has been suggested that where the term "person" is used in this chapter "or organization" be added.	The term "person" was used because in the legal sense an organization is a legal person. However if this usage creates ambiguity it probably would be appropriate to add "or organization".	Add "or organization" in chapter 9 were appropriate.	Add "or organization" for clarity.
9.1.1	There are differences from the ICAO continuing airworthiness requirements for aircraft registered in an EU State.	The continuing airworthiness management requirements for aircraft registered in an EU State vary depending on the size of the aircraft and the nature of the operation. While it may not be appropriate to include extensive details on these requirements the fact that there are differences should be noted.	Add a note to 9.1.1.	Note differences.
9.1.3	Para 9.1.3.a.requires the names of the person to which the maintenance control system functions have been assigned. The name is not required in any other provision.	This is a valid observation the name is probably not necessary and long as the position or title of the persons to whom maintenance functions have been assigned is identified.	In standard 9.1.3 and AMC 9.1 page 9.1.2, delete the requirement for the name of the persons to whom maintenance functions have been assigned.	Delete the name requirement.
9.1.4	There are terminology issues related to the use of operations manual and maintenance manual when discussing maintenance control.	In some jurisdictions there are other names applied to the manuals involved in maintenance control. Therefore it would be advisable to be more generic when referring to such manuals.	Revise to use more generic terminology	Agreed.
9.1.5	Same as above	Same as above	Same as above	Agreed.
9.1.6	Same as above	Same as above	Same as above	Agreed.
9.1.8	It is not clear to whom the reference maintenance information should be reported.	The section deals with service difficulty reports and other such information s the State of Registry prescribes.	Clarify that the required information should be reported to the State of Registry.	Change wording to State of Registry.
9.2.3	An auditor suggested that the recommendation that the operator include provisions in maintenance agreements to ensure that the maintenance personnel do not carry out maintenance work when	This issue has been raised before but from the opposite perspective. In those cases operators voiced concern that this was a recommendation that was very difficult to implement because	No change.	No change.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
	they are fatigued should be made into a standard.	usually maintenance agreements do not provide operators with that degree of control over maintenance organizations and how they conduct their activities. Hence is it would appear that the best course of action is to leave the recommendation as is.		
10.1	An auditor has commented that the wording of para 10.1 is awkward.	The wording has room for improvement.	Revise to enhance the wording of the para.	Revise wording.
12.1	An auditor has recommended that an additional IS-BAO standard be developed to cover operator owned and non-owned fuel farms and trucks as there are no standards for oversight of owned and non-owned fuel equipment to insure fuel quality from fuel providers.	While most operators do not have their own fuel facilities it was originally intended that fuel facilities be covered under "other facilities". However it should not be a problem if fuel storage and dispensing facilities are specifically mention under 21.1.	Add fuel storage and dispensing facilities to item 12.1.	Agreed.
13.0	An auditor has suggested that risks to safety associated with aircraft maintenance technicians working also be addressed.	A note could be added in chapter 13 indicating that operators may wish to include considerations for the safety of aircraft maintenance technicians working alone.	Add a note on the issue.	Add note.
AMC 3.2	There have been revisions to the definition of accident and incident in <i>ICAO Annex 13 – Aircraft Accident and Incident Investigation</i>	The changes impact some material included in AMC 3.2.	Amend AMC 3.2.	Add updated definitions.
AMC 4.1	The organization diagram lacks a dotted line from the Safety Officer to the CEO.	It would appear that this was an oversight or was somehow deleted in error	Add dotted line between the Safety Officer and CEO.	Add dotted line between Safety Officer and CEO.
AMC 4.1	The Management Responsibilities and Qualifications do not adequately reflect the SMS accountabilities of the various positions.	The SMS accountabilities are discussed in other locations but not specifically included in this AMC.	Add SMS accountabilities of the various positions to AMC 4.1.	Add accountabilities of positions.
	It has been noted that cabin crew duties are not included in this AMC.	Suggested duties for service oriented personnel and flight technicians are included but not cabin crew.	Add cabin crew duties.	Add cabin crew duties.
	It has been suggested that "ensuring food safety" be added as a duty for cabin crew and other personnel who may be involved in food handling on the aircraft.	This has been cited as a priority at the NBAA Flight Attendant Conference.	Add the duty.	Add food safety duty.
	A suggested Food Safety & Security Audit Checklist was circulated at the NBAA Flight Attendant Conference and it was suggested that it be included in the IS-BAO.	The checklist combines food safety and security and it does not appear to be officially sanctioned by the NBAA. Therefore, the veracity of the checklist cannot be assured. Consequently, it may be premature to add it at this time.	Monitor the further development of the checklist and make a decision at a future date.	Deferred.
	For large aircraft registered in an EU State the duties of the person responsible for maintenance would be fulfilled by the CAMO	This issue is discussed in the proposed revision to section 4.1.1.	Add a note accordingly.	Add note.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Issue	Analysis	Recommendation	Decision
AMC 5.1	An operator suggested that more guidance material be provided on syllabi MEL, surface contamination, human factors and CRM training. For example, the scope for 'surface contamination' training for FAs is unclear.	A suggested syllabus is provided for surface contamination training for all aircraft crew, including cabin crew. References are provided on CRM and HF training, however, no syllabus is suggested for MEL training.	Add a suggested MEL training syllabus to AMC 5.1	Add to AMC.
AMC 5.5	An operator has expressed concern regarding the appropriateness of the PPC forms in this AMC.	The forms are provided for use by operators for operators where the type of aircraft flown does not require a type rating and there is no regulatory requirement for a periodic PPC. In such cases the chief pilot may be the one to do the PPC and we have two examples - one North American and one European. EASA has just finished development of PART FCL and as soon as a new EASA PPC form is available current JAR FCL form will be deleted and replaced with the EASA form. In the meantime additional explanatory material may be in order.	Add explanatory material.	Add material.
AMC 9.1	There are differences from the ICAO continuing airworthiness requirements for aircraft registered in an EU State.	The continuing airworthiness management requirements for aircraft registered in an EU State vary depending on the size of the aircraft and the nature of the operation. While it may not be appropriate to include extensive details on these requirements the fact that there are differences should be noted.	Add a note to AMC 9.1.	Add note.
	An auditor suggested that a Service Bulletin and AD review form be added to AMC 9.1.	The provided form may be useful to some operators.	Add the form as Attachment A.	Add provided form.
App D	Additional terminology and abbreviations are required.	Some of the terminology and abbreviations associated with EU continuing airworthiness management are not presently included. The acronym used for Performance Based Navigation is also not presently included.	Add appropriate material	Add definitions and acronyms.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Audit Procedures Manual Issue	Analysis	Recommendation	Decision
3.1.2	<p>An auditor has observed that there is a discrepancy in Registration validity period as described in para 3.1.2 and the dates that are shown on the Certificates of Registration.</p>	<p>There is a discrepancy in the wording. The para should be changed to indicate that the validity period is issued for a period of two years from the end of the month in which the audit was completed, unless otherwise specified.</p>	<p>Revise para 3.1.2 accordingly.</p>	<p>Revise to indicate that the validity period is 2 years from end of the audit month.</p>
3.1.3	<p>It has been suggested that even though stage 3 registration indicates a high level of SMS maturity and sustainability the three-year audit interval should be reserved for operators who are clearly superior performers, which is above the <i>majority</i> of other stage 3 registrants.</p> <p>It was further commented that three years is a long time between external audits; a lot of SMS components can deteriorate during that period. The greatest hazard is a change of key management personnel, either in the larger company or within the flight department – this is a frequent occurrence within corporations. Perhaps the key to granting a three-year registration should be a demonstrated highly mature internal evaluation and organizational improvement process...?</p>	<p>To qualify for Stage Three registration an operator must demonstrate that:</p> <ol style="list-style-type: none"> a. Safety management activities are fully integrated into the operator’s business; and b. A positive safety culture is being sustained. <p>The auditor is then given discretion to recommend a three year audit interval. In actuality once an operator has achieved Stage Three maturity the auditors virtually all recommend three years.</p> <p>Given that there are in the range of 200 accredited auditors and maintaining standardization within an objective auditing framework has proven to be a challenging task, the introduction of a subjective variable such as identification of Stage Three operators who are “clearly superior performers” may be introducing an unnecessary complexity that will be difficult to manage and may lead to dissatisfied operators.</p> <p>It also should be noted that a note has been added to 3.2.3 regarding SMS internal evaluation and audit. To demand an internal audit program for a two person flight department as criteria for Stage III registration may not be realistic.</p> <p>In addition, it should be noted that prior to the 2010 amendment, Stage Two operators could be granted a three year audit interval period.</p> <p>There would appear to be three options for</p>	<p>Leave the Stage Three audit interval as is and make a minor editorial revision to clarify.</p>	<p>3 year validity period is standard for Stage III operators.</p>

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Audit Procedures Manual Issue	Analysis	Recommendation	Decision
		<p>resolution of the issue:</p> <ol style="list-style-type: none"> 1. Eliminate the three year audit interval entirely, 2. Make it an automatic three year interval, 3. Leave the discretion with the auditor to recommend a three year interval and clarify the wording. 		
3.1.3	An operator has recommended longer registration validity periods especially for Stage III maturity.	See above discussion.	No change.	No change.
3.4	An auditor has recommended that section 3.4 be modified to require that all audit team members be accredited auditors.	This section provides for the use of subject matter experts to conduct a segment of an audit under the supervision of an accredited auditor. This is deemed necessary because the qualifications specified in 3.5 for persons to become accredited auditors excludes persons without five years pilot and maintenance experience. If persons with other experience, such as dispatch or cabin crew, are required as audit team members, the only recourse is to use non-accredited subject matter experts.	No change.	No change.
4.2	An operator has suggested that the fact that the IS-BAO is scalable should receive more emphasis.	One of the basic principles of the IS-BAO is that the programs, systems and procedures should be appropriate to the size and complicity of the operation. While this is addressed in section 2.7.4 of the IS-BAO it is not clearly addressed in the Audit Procedures Manual.	Add more information to 4.2.1.	Clarify in 4.2.1
4.2	Questions have been raised regarding the clarity and intent of para 4.2.2 of the APM.	The section states that for initial audits the auditor must complete all of the Protocol elements but for renewal audits there is scope to audit only what is deemed necessary to confirm conformity. However, the wording may not be totally clear.	Revise 4.2.2 for clarity.	Clarify in 4.2.2
4.8.2	Additional guidance is required on auditing large aircraft management companies.	Based on experience gained in working with a large aircraft management company it has become apparent that additional guidance material is required for the audit of large or complex organizations.	Add 4.8.2 and Appendix D	Add info in 4.8.2 and add info in Appendix D on management companies

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Audit Procedures Manual Issue	Analysis	Recommendation	Decision
5.8	An auditor has suggested that additional material be provided on the difference between SMS Stage Two and Stage Three.	Section 5.8.3 list 10 expected attributes of a Stage Three maturity of an SMS in addition to the statement that <i>“the aim of a Stage Three evaluation is to determine whether the SMS is sustained and supported by an ongoing improvement process and a positive safety culture is sustained”</i> . While this would appear to provide a clear delineation it is possible to add more information on what should be expected of an ongoing improvement process.	Add information to 5.8.3 on ongoing improvement process.	Agreed. Add info in 5.8.3.
6.2	There are several minor wording errors in this section.	Some wording errors appear to have been missed in previous revisions.	Correct the errors.	Admin.
6.3.2	An operator has recommended that operators who meet the Stage II criteria be issued Stage II registration on their initial registration rather than only of their first renewal.	A Stage II maturity requires evidence that the SMS is function, results are being measured and continuous improvement of the SMS can be observed. As such an initial benchmark is required that is why Stage II is only considered for a renewal audit.	No change in the SMS maturity evaluation criteria.	No change.
7.1	It has been noted that a number of audit reports contain very limited comments, remarks and objective evidence.	Such audit reports make it very difficult to develop a sound appreciation of the maturity of the operator’s programs, processes and procedures. They also limit their value to the operator and subsequent auditors. It would therefore, appear to be appropriate to provide additional guidance on this issue.	Add section 7.1.4 to address this issue.	Add additional clarifying information.
8	An auditor submitted a number of proposed changes to the audit protocols. The auditor used the 2009 audit protocol as his base document.	Many of the changes had already been made in the 2010 protocols and most of the remainder were judged inappropriate in that they duplicated standards already included in other sections. It also must be noted that the audit protocols paraphrase the IS-BAO Standards – not repeat them verbatim.	The few changes that were deemed appropriate have been incorporated into the appropriate sections of the IS-BAO or APM.	Make changes to reflect amendments to the standards and recommended practices.
8.1	The IS-BAO Audit Protocols will have to be updated when the IS-BAO revisions are completed.	Changes must be made to reflect the revisions to the IS-BAO standards and recommended practices	Make required changes.	Same
8.4	Additional information is required on operators for IS-BAO program integrity and to enhance effectiveness	The current Audit Report Form collects only very limited information on the operators. As the program expands it would be advantageous to have more information on the type, size and	Add information on the type, size and nature of the operation to the Audit Report Form.	Modify 8.4 to include demographics.

IS-BAO 2011 REVISION PROPOSALS

Ref	IS-BAO Audit Procedures Manual Issue	Analysis	Recommendation	Decision
		nature of the operation so that emerging issues could be more effectively addressed.		
App C	Add a point to the example audit planning letter requesting the operator to provide a copy of the IS-BAO Audit Protocols where they have noted the reference in their documents that addresses the requirement	It is suggested in the Auditor Accreditation Workshops that in order to ensure that the operator is prepared for the audit and to make the most effective use of their them, that the auditor should request that prior to the audit the operator provide a copy of the IS-BAO Audit Protocols where they have noted the reference in their documents that addresses the requirement	Add the point to the example in Appendix C.	Add to Appendix C.
App D	The auditing of management companies is a current issue.	A policy on the auditing of aircraft management companies is under development and information on it should be added to the APM. It would appear appropriate to add such material as an appendix. Material from a draft of the policy has been included as Appendix D pending finalization of the policy.	Update the proposed Appendix D when the policy on auditing management companies is completed.	Add to Appendix D.

Internal Audit Manual

	Amendments similar to those made to the IS-BAO Audit Procedures Manual should be made to the Internal Audit Manual.	This is required to keep the manual current.	Make similar amendments	Agreed. Make corresponding revisions.
--	---	--	-------------------------	---------------------------------------

GCOMs

	The GCOMs will have to be amended to reflect the changes made to the IS-BAO.		Amend as required.	Make corresponding revisions
--	--	--	--------------------	------------------------------