

Transport Canada Special Purpose Regulatory Inspection

The following section contains:

- Transport Canada Special Purpose Regulatory Inspection 24 and 25 Mar 2009.

(eight pages)

- Cougar response to Transport Canada regarding the Flight Operations findings.

(six pages)



TRANSPORT CANADA

REGULATORY INSPECTION

OF

COUGAR HELICOPTERS INC.

March 24-25, 2009

St. John's, NL



TABLE OF CONTENTS

Table of Contents	2
-------------------------	---

PART I

Audit & Inspection History.....	3
---------------------------------	---

Company Overview	3
------------------------	---

Company Management	3
--------------------------	---

Objective and Scope	4
---------------------------	---

Approach.....	4
---------------	---

Corrective Action Plan.....	4
-----------------------------	---

Audit Team	5
------------------	---

PART II

Executive Summary	5
-------------------------	---

PART III

Operations Summary	6
--------------------------	---

PART IV

Maintenance Summary	7
---------------------------	---



PART I GENERAL

Audit & Inspection History

The most recent Combined Audit of the company was completed in March 2006. Ongoing Routine Conformance Inspections were conducted in August 2007, July 2008 and February 2009 for Maintenance and Manufacturing, and March 2008 for Operations.

Company Overview

Cougar Helicopters Inc. operates under Subpart 702 and 704 of the *Canadian Aviation Regulations* from the company headquarters and main base at St. John's International Airport. The Company operates five Sikorsky SK92 and four Sikorsky SK-61 aircraft, providing transportation of personnel and supplies in support of the offshore oil industry in Canada and Australia, as well as conducting Aerial Work operations in the United States under the North American Free Trade Agreement (NAFTA). These services are provided from fully equipped maintenance bases in St. John's, Newfoundland and Sub-bases in Galliano Louisiana, Barrow Alaska (seasonal), and Darwin Australia.

The Company operates an Approved Maintenance Organization, AMO 17-92, which is approved to maintain the following aircraft types:

Sikorsky S92 Series Helicopters **Sikorsky S61 Series Helicopters**

Cougar Helicopters Inc. employs approximately 183 people, including 78 pilots and 51 Maintenance and maintenance support personnel.

Company Management

Name	Title
Ken Norie	President and Accountable Executive
Rick Burt	General Manager
J.J. Gerber	Director of Flight Operations
Bob Pardy	Director of Maintenance
Ronnie Moores	Chief Pilot
Dan Pinsent	Chief Dispatcher
Bruce Lundrigan	Quality Assurance Manager
Rick Banks	Director of Safety and Quality



Objective and Scope

This Special Purpose Regulatory Inspection of Cougar Helicopters Inc. was convened following the unfortunate accident of March 12, 2009 in which a Sikorsky SK-92 aircraft crashed at sea with the loss of 17 lives. The purpose of this inspection was to ensure that legislative requirements are being met and that Cougar Helicopters Inc is able to conduct operations in accordance with the conditions of their Air Operator Certificate and maintain an acceptable level of aviation safety.

The following functional areas were examined for compliance:

Functional Areas	
FO-02	Air Operator Certificate and Operations Specifications
FO-07	Flight Crew Training Program
FO-08	Flight Crew Training Records
FO-09	Operational Control System
FO-11	Aircraft Inspection
FO-12	Aircraft Documentation
AMO-06	Maintenance Records
AMO-07	Maintenance Procedures
AMO-08	Quality Systems
AOC-06	Technical Records
AOC-11	Maintenance Planning
AOC-12	Defect Recording, Rectification, Deferral and Control Procedures

Approach

The Inspection of Cougar Helicopters Inc. was a Special Purpose (Combined) Inspection and was conducted in accordance with the policies and procedures contained in the Inspection and Audit Manual (TP8606E).

Corrective Action Plan (CAP)

The company is required to submit a Corrective Action Plan (CAP) to Transport Canada within 30 working days of the receipt of this report. The CAP must be reviewed and accepted by Transport Canada.

The Company's CAP must include a reasonable timetable for corrective action. It is also essential to ensure that the timetable has prioritized the corrective actions to address the most critical findings first.

The Inspection will be formally closed when every finding has been addressed through the CAP, the CAP has been accepted by Transport Canada, and post inspection follow up verifies that the CAP is being implemented as planned and is effective in correcting identified non-conformances.

Audit Team

Member	Position
Arthur Allan	Regional Director, Civil Aviation and Convening Authority
[REDACTED]	Manager and Operations Team Leader
[REDACTED]	Maintenance & Manufacturing Team Leader
[REDACTED]	Maintenance & Manufacturing Team Member
[REDACTED]	Operations Team Member

PART II EXECUTIVE SUMMARY

The Inspection examined Cougar Helicopters Inc.'s Maintenance and Operations Functional Areas. The Inspection team utilized the applicable Maintenance and Operations checklists referenced from the *Inspection and Audit Manual*.

There were a total of four findings, two each from Operations and Maintenance. These findings identified examples of non-conformance to the Canadian Aviation Regulations and associated standards or Cougar Helicopters Inc. approved policies, procedures, and manuals.



PART III OPERATIONS SUMMARY

The Operations Team inspected six functional areas resulting in two administrative findings.

Two areas which should be recognized are Flight Crew Training Records and Operational Control. The quality of the training records maintained by the Flight Operations staff reflects an extremely high level of professionalism and attention to detail and deserves special mention. Cougar Helicopters Inc. also voluntarily operates the only Type-B Operational Control system in use by a Canadian Helicopter Air Operator and the co-dispatch system provides extremely effective operational control for local and international operations alike.

- **AOC and Operations Specifications** – There were no findings in this area. The Operating Certificate is properly detailed and the appropriate Operations Specifications are in place to authorize the operations being conducted.
- **Flight Crew Training Program** – The Company Flight Crew Training Program as approved in the Company Operations Manual was reviewed against the Commercial Air Services Standard and found to meet all requirements. The quantity and level of training provided in the program exceeds regulatory requirements and industry norms, particularly in the area of full flight simulator training.
- **Flight Crew Training Records** – The master training record and tracking printout was examined in its entirety, followed by a comparison and detailed cross-checking of a sampling of pilot files against all training requirements. No discrepancies or shortcomings were found.
- **Operational Control System** – Two administrative findings were raised in this area. The SK-61 Flight Manual in the Flight Dispatch Reference Library did not contain the most recent amendment. A finding was also written against the Flight Dispatch Procedures Manual due to an inadequate recording system for tracking Dispatcher recurrent training and currency.
- **Aircraft Inspection** – One aircraft inspection was undertaken and the company aircraft and facility appeared to be well equipped, maintained and cared for.
- **Aircraft Documentation** – Aircraft documents were found to be appropriate and in order.



PART IV **MAINTENANCE SUMMARY**

The Inspection examined Cougar Helicopters Inc. maintenance section as it relates to the company's Maintenance Control/Policy Manuals. Only the main maintenance base in St. John's was subject of this Inspection.

In total, three areas of responsibility were reviewed against the Aircraft Maintenance Organization and four were reviewed against the Operating Certificate.

A total of two findings were raised during this portion of the Inspection. These findings identified examples of non-conformance to the Canadian Aviation Regulations (CAR's), Canadian Aviation Regulation Standards or Cougar Helicopters Inc. approved policies or procedures.

Given the number and nature of the Maintenance findings, it appears that the Regulatory Requirements are being met and an acceptable level of Aviation Safety is being maintained by Cougar Helicopters Inc. AMO.

- **AMO-06 Maintenance Records-** There were no findings in this area. This area is parallel to area AOC-06 and comments are recorded in that section.
- **AMO-07 Maintenance Procedures-** There were no findings raised in this area. Cougar Helicopters appears to have sufficient personnel to carry out the maintenance required on company aircraft. Maintenance procedures are actually those of the aircraft or equipment manufacturer.
- **AMO-08 Quality Systems-** One finding was raised in this area with respect to Internal Audit corrective action due dates. The examples indicate that the 30 day limit for corrective action to internal audit findings is not being adhered to. As a side note, the internal Audit for the Sub base in Galliano Louisiana USA was not carried out in 2008 as planned and has been rescheduled for mid 2009.
- **AOC-06 Technical Records-** While no findings were raised in this area there were two examples to indicate that personnel had not completed the work specification cards as required. The 2 aircraft involved were properly released for service and there was no safety of flight issue. This matter was addressed by company maintenance management immediately. Personnel involved have had signing authority restricted and are being scheduled for retraining in company procedures.



- **AOC-11 Maintenance Planning-** There were no findings raised in this area. Maintenance planning is carried out using the Airsoft maintenance computer system. All component and maintenance due times are issued via computer and printed as work specifications to be carried out on the aircraft involved.
- **AOC-12 Defect Recording, Rectification, Deferral and Control Procedures** –A number of Aircraft logbooks were reviewed with respect to defect reporting and rectification and MEL deferrals. Two minor issues were brought to the attention of the Quality Assurance Manager regarding incomplete MEL deferrals.
- **AOC-26 Parts , Parts Pooling-** This area was opened as a result of questions concerning Life Vests used by crew. One finding was raised in this area with respect to life vests being used by crew that did not meet the required Technical Standard Order (TSO) in that the life vests in question were not marked with the required information.



Transport Canada

Transports Canada

Inspection

Finding Form

Audit

Cougar Helicopter Inc.

St. John's NL

March 25, 2009

5015-4791-17

Company Name

Base Location

Date of Audit

File

Area of Inspection (Checklist): Operational Control System Number: FO-09-01

Non-Conformance with: Cougar Helicopters Flight Dispatch Procedures Manual, Par. 5.6

which states which states in part

"... The company will maintain a record of initial and recurrent training"...

Examples:

- Dispatch Training Record (Form OPS 70) does not provide an adequate means for the verification and tracking of Dispatcher currency as per the approved syllabus..

Corrective Action required by: ; or

Date (yyyy/mm/dd) / Time

the approved Corrective Action Plan.

[Redacted Name] Name of Inspector

2009/03/25

Date (yyyy/mm/dd)



Transport Canada

Transports Canada

Corrective Action Form

Cougar Helicopter Inc.	St. John's NL	March 25, 2009	5015-4791-17
Company Name	Base Location	Date of Audit	File

Area of Inspection (Checklist): **Operational Control System** Number: **FO-09-01**

Company Corrective Action - a) Short-term:

The traing was review to ensure that is in fact up to date and found to be in compliance

19 APR 2009

Completion Date

b) Long-term action to prevent re-occurrence:

The training Form has been modified and will be published in the Company Operations Manual amendment. This will allow future training to be more accurately monitored

		2009/04/23
Proposed Completion Date	Company Representative	Date (yyyy/mm/dd)

Transport Canada Response / Comments:

Accepted Rejected

New CAP Target Date: _____

Inspectors Signature	Date (yyyy/mm/dd)
----------------------	-------------------

Reason for closure / Follow-up / Comments:

CAP Tracking Form in use. Yes / No

On-Site follow-up required, propose date: _____

Administratively closed; Closed pursuant to I&AM 3.5.4(2) Long Term Corrective Action Exceeding 90 days

Audit Follow-up OPI	Date of Closure (yyyy/mm/dd)	Finding Closed By
---------------------	------------------------------	-------------------

FLIGHT DISPATCHER TRAINING PROGRAM RECORD

FLIGHT DISPATCHER: _____ 5802# _____

(Mark: S-Satisfactory; S/B-Satisfactory with Briefing; U-Unsatisfactory; N/A-Not Applicable)								
DESCRIPTION OF TRAINING	Req'd (Y/N)	I/R/T	Hrs Days	Mark	Completion Date <small>(yyyy / mm / dd)</small>	Training Dispatcher/Instructor		Audited By Ops
						Name	Signature	
Training – Generic (Initial)								
TC Operations			h d					
TC Meteorology			h d					
Training – Company Specific (Initial)								
Company Operations			h d					
Company Meteorology			h d					
Sector Training	Area:		h d					
	Area:		h d					
	Area:		h d					
	Area:		h d					
	Area:		h d					
Familiarization Flights								
Aircraft Systems and MEL	Type:		h d					
	Type:		h d					
	Type:		h d					
Aircraft Sched Perf and Limitations	Type:		h d					
	Type:		h d					
	Type:		h d					
On-The-Job Training								
Recurrent Training (Annual)								
Cycle <input type="checkbox"/> A <input type="checkbox"/> B <input type="checkbox"/> C			h d					
Winter Operations			h d					
Dangerous Goods			h d					
Familiarization Flights			h d					
			h d					
Competency (Initial / Annual)								
Evaluation/Recommendation (Form71)			h d					
Competency Check			h d					

CERTIFICATE	New Valid To Date <small>(yyyy / mm / dd)</small>	Audited By Ops
Flight Dispatcher		

Check Dispatcher
 DFO
 Training verified by: Chief Dispatcher _____ Date: ____/____/____
(yyyy / mm / dd)

DFO
 Chief Dispatcher _____ Date: ____/____/____
(yyyy / mm / dd)

☐ Comments on back





Transport Canada

Transports Canada

Inspection

Finding Form

Audit

Cougar Helicopter Inc.

St. John's NL

March 25, 2009

5015-4791-17

Company Name

Base Location

Date of Audit

File

Area of Inspection (Checklist): Operational Control System Number: FO-09-02

Non-Conformance with: Cougar Helicopters Flight Dispatch Procedures Manual, Par. 6.2.4

which states which states in part

"... The Flight Dispatch reference libraryshall contain.....

(k) all specific aircraft operating manuals.

Examples:

- The Dispatch library copy of the SK61 flight manual did not contain the latest amendment (Amendment # 50, 27 October 2008)

Corrective Action required by:

; or

Date (yyyy/mm/dd) / Time

the approved Corrective Action Plan.

[Redacted Name]

2009/03/25

Name of Inspector

Date (yyyy/mm/dd)



Transport Canada

Transports Canada

Corrective Action Form

Cougar Helicopter Inc.	St. John's NL	March 25, 2009	5015-4791-17
Company Name	Base Location	Date of Audit	File

Area of Inspection (Checklist): Operational Control System **Number:** FO-09-02

Company Corrective Action - a) Short-term:

The amendment has been inserted.

02 APR 2009
Completion Date

b) Long-term action to prevent re-occurrence:

Earlier this year with a similar finding from Darwin, the company subscribed to an amendment service from Sikorky where we previously looked for amendments ourselves. This manual was unfortunately left off the list of local copies to amend when amendments come in. This has now been rectified and the manual entered in the "to do list" for amendments

		<u>2009/04/25</u>
Proposed Completion Date	Company Representative	Date (yyyy/mm/dd)

Transport Canada Response / Comments:

Accepted Rejected

New CAP Target Date: _____

Inspectors Signature	Date (yyyy/mm/dd)

Reason for closure / Follow-up / Comments:

CAP Tracking Form in use. Yes / No

On-Site follow-up required, propose date: _____

Administratively closed; Closed pursuant to I&AM 3.5.4(2) Long Term Corrective Action Exceeding 90 days

Audit Follow-up OPI	Date of Closure (yyyy/mm/dd)	Finding Closed By