Brunei Department of Civil Aviation
FLIGHT OPERATIONS DIRECTIVE
Number: FOD-2026/008
Issued: 13 October 2026

BRUNEI DCA DIRECTIVE FOR THE ASSESSMENT OF NOMINEES FOR KEY POSITIONS

1. Preamble

1.1. This directive and policy document is designed to ensure commonality and transparency by Brunei Department of Civil Aviation assessors in the evaluation of nominees for key positions with an organisation within the oversight of Flight Operations Section. This FOD has been updated in accordance with ORO.GEN.200(a)(1) Management System.

1.2. The following is an explanatory list of terms used in this policy:

Brunei DCA – The appropriate authority for civil aviation in Negara Brunei Darussalam.

Operator / organisation - The AOC holder or an entity that is in the process of applying for an AOC.

Assessor(s) – Brunei DCA personnel conducting assessments for the purpose evaluating the suitability of nominees for key posts.

Nominee / Candidate - A person, nominated by an organisation for acceptance by Brunei DCA in key positions within the organisation.

Key Position(s) / Personnel - One or a combination of incumbencies within the organisation and includes:

Accountable Manager (AM)
Nominated Person Flight Operations (NPFO)
Nominated Person Crew Training (NPCT)
Nominated Person Ground Operations (NPGO)
Safety Manager (SM)
Compliance Manager (CM)
Nominated Person for Continuing Airworthiness

2. Introduction

2.1. In order that an adequate level of safety in air operations is achieved, both the Brunei Department of Civil Aviation and operators holding an AOC certificate must work in a consistent manner towards a common goal.

2.2. To ensure compliance with the regulation and requirements, the Brunei DCA must establish means to oversee standards expected from the operators. The assessment of the standard and competence of the Operator's personnel in key positions falls within the remit of the Brunei DCA.

2.3. Although the responsibility for the induction of personnel in key positions rests with the operator, the regulation obliges the Brunei DCA as the appropriate authority for civil aviation to oversee that the required acceptance standards are met.

2.4. This policy and directive is embedded in the Flight Operations Inspector Handbook and Procedures Manual and outlines the process to be applied to ensure transparency and consistency in the assessment / acceptance by the Brunei DCA, of persons in key positions nominated by an Operator.

2.5. Essentially, nominees for key positions will be expected to satisfy the Brunei DCA that they possess the experience, qualification, knowledge to exercise the function and manners required for them to be able to fulfill their role within the management organisation of the operator and to ensure compliance with the regulations and requirements.

2.6. Not able to comply with this requirement as in the regulations and requirements shall constitutes as a finding and nominated person approval to be put under review.

3. Acceptance Pre-Requisites

3.1. Pre-Requisites (GM2 ORO.AOC.135(a))

3.1.1 Nominated persons, in accordance with ORO.AOC.135, should be expected to possess the experience and meet the licensing provisions that are listed hereunder:

3.1.2 Nominated persons for flight operations, crew training and ground operations should have:

(1) practical experience and expertise in the application of aviation safety standards and safe operating practices;

(2) comprehensive knowledge of:

i. the applicable Brunei Darussalam safety regulations and any associated requirements and procedures;

ii. the AOC holder's operations specifications; and

iii. the need for, and content of, the relevant parts of the AOC holder's operations manual(s);

(3) familiarity with management systems preferably in the area of aviation;

(4) appropriate management experience, preferably in a comparable organisation; and

(5) Five years of relevant work experience of which at least 2 years should be from the aeronautical industry in an appropriate position.

3.1.3 All nominated deputies shall possess the minimum qualification and experience in management according to GM2 ORO.AOC.135(a) when filling in the position of the nominated persons in case of the absence of the nominated person. In the absence of this, a suitably, equally qualified and experienced person shall be nominated in the case of the absence of the nominated person for any period of time.

Furthermore:

Flight operations:
The NPFO shall hold or have held a valid flight crew licence and the associated ratings appropriate to a type of operation conducted under the AOC. In case the nominated person's licence and ratings are not current, his/her deputy shall hold a valid flight crew licence and the associated ratings, and as a consequence, will also be required to undergo the same assessment process as described in section 5.

Crew training:
The NPCT or his/her deputy shall hold a current type rating instructor on a type/class operated under the AOC. The NPCT should have a thorough knowledge of the AOC holder's crew training concept for flight, cabin and when relevant other crew. Should the NPCT not hold a current type rating instructor on a type/class operated under the AOC, his/her deputy will also be required to undergo the same assessment process as described in section 5.

Ground operations:
The NPGO should have a thorough knowledge of the AOC holder's ground operations concept.

3.2. Pre-Requisites (GM1 ORO.GEN.200(a)(1) and GM1 ORO.GEN.200(a)(6)).

3.2.1 **Safety manager:**

The competencies for a safety manager should include, but are not be limited to, the following:

(1) Knowledge of:

(i) ICAO standards, Brunei Darussalam Act and Regulations together with Brunei Aviation Requirements and provisions on safety management;

(ii) basic safety investigation techniques; and

(iii) human factors in aviation.

(2) Relevant and documented work experience, preferably in a comparable position, in:

(i) management systems including compliance monitoring systems and safety management;

(ii) risk management; and

(iii) the operations of the organisation.

(3) Other suitable competencies

(i) the promotion of a positive safety culture;

(ii) interpersonal, influencing and leadership skills;

(iii) oral and written communication skills;

(iv) data management, analytical and problem-solving skills;

(v) professional integrity.

3.2.2 **Compliance manager:**

The CM should have a proven track record of audit planning and 24 months experience as auditor.

4. Process for the Nomination of Person in Key Position(s)

4.1 In the case of Accountable Manager, Nominated Person, Safety Manager or Compliance Manager, the operator shall submit, not less than twenty (20) working days prior to proposed date of assessment:

i) A formal application of proposal for nomination;

ii) Completed Form OPS205(Application for Nomination of AOC Personnel);

iii) Operations Manual Amendment Form OPS004 and applicable manual amendments; and

iv) Management of change assessment

4.2 The application shall be accompanied by the following documents:

i) Curriculum Vitae;

ii) Relevant qualifications;

iii) Proposed contract of employment (redacted of financial terms), when employed contractually.

5. Process For Assessment

5.1. The assessment will be conducted at the offices of the Brunei DCA. It is expected that the candidate has the company manual suite available with him/her.

5.2. Assessors shall be Flight Operations Inspectors, Inspectors or Inspecting Officers (when the assessment team includes one of the preceding grades).

5.3. Two assessors will be present during the session when available.

5.4. The decision on the outcome of the assessment by the Brunei DCA assessors must be unanimous.

5.5. In the event that the candidate is not accepted by the Brunei DCA, he/she shall not be permitted to reapply for the same post with the operator for a minimum period of twenty-four(24) months.

Brunei DCA strongly suggests that Operators prepare the candidates well and avoid unnecessary embarrassing rejections due to the conduct of the proposed candidates at the interviews.

When submitting proposed candidates, they are not allowed to carry out the tasks and responsibility and be accountable to the post they are applying for.

It is Brunei DCA policy that all candidates for the position of Accountable Manager may be interviewed by the Director of Civil Aviation himself/herself when he/she is available and this requires time and coordination. Board members are encouraged to ensure that candidates for such positions are suited for the role.

The idea that one can propose the candidate and Brunei DCA approves the candidate on the proviso that training will be held later should be discouraged and may not be entertained.

The standards of the industry depend a lot on the standard of the stake holders, and this is even more important for the management of operators.

Prior to accepting a candidate for a key post, the assessors will also pre-evaluate (based on the criteria for size and scope of the nominee's organisation), the number of monthly hours the candidate will be expected to contractually commit exercising the nominated persons post to the organisation.

It must be understood that, a candidate for assessment shall be in-country employed and not based outside of Negara Brunei Darussalam.
Should the candidate be accepted in a key position, this will be conditional to the circumstances of the organisation remaining status quo and/or no increase in the candidate's responsibilities is undertaken. In such cases a review of qualification requirement and commitment see 8.

For the avoidance of doubt, previous employment of a Key Person in a similar position with another organisation will not result in automatic acceptance by the Brunei DCA within the new organisation.

The decision of the Brunei DCA assessors will be final and not subject to appeal.

6. Provisional Acceptance

Brunei DCA can provisionally accept candidates under these circumstance:

In the event that the candidates nominated by an organisation that is in the process of attaining an AOC, then a full assessment of the nominees' knowledge of the organisation's processes would be limited, particularly since the documentation phase of the AOC application would be thereto incomplete. Under such circumstances, the Brunei DCA assessors may provisionally accept the candidates in their proposed incumbencies for the purpose of assisting with the establishment of the organisation's management system in pursuit of attaining an AOC.

Notwithstanding, at this initial stage of AOC attainment, the NPFO and the NPCT or their deputies must be in possession of qualifications established under GM2 ORO.AOC.135(a).

A provisional acceptance under this arrangement will be subject to a follow-up assessment during the AOC audit, by which time the provisionally accepted key personnel would have become familiar with the organisation's processes.

6.1. Provisions to the foregoing:

If the proposed Nominated Person Crew Training (NPCT) does not have a TRI endorsement for the class / type of aircraft operated by the organisation, for the period until such an endorsement is attained, the incumbency shall require a deputy, who shall be a qualified TRI for the

class / type of aircraft. The acceptance of the Deputy, in this case, shall be subject to the provisions stated in section 3.1.

If the proposed Safety Manager (SM) does not have any operational flying and FDM experience and the requirement for FDM is applicable to the organisation, then the proposed Safety Manager must undergo an appropriate FDM course, prior to exercising responsibility over the FDM process. During this period of qualification, the organisation shall appoint an appropriately qualified deputy for the purpose or subcontract all FDM processes, including flagged event risk assessments.

Furthermore, if the SM lacks adequate qualification in safety risk assessment and/or incident investigation, then for the period of provisional acceptance of the SM, the operator shall establish a suitable means to comply with the requirement.

If the proposed Compliance Manager (CM) has the required auditing experience as stipulated in (Acceptance Pre-requisites, above), however does not have Brunei Aviation Requirements 6 – Air Operations compliance oversight qualification then, until such a time that the proposed CM attends an approved qualification course, the organisation's compliance oversight shall be conducted by appropriately qualified internal/external auditors or subcontract oversight planning and audits.

If the proposed Nominated Person Ground Operations(NPGO) (when responsible for cargo operations, or operators approved to carry DG) is not qualified to a minimum of IATA CBTA Function Category 7.3 in Dangerous Goods (DGR) operations, then the organisation will not be permitted to carry DGR until the appropriate qualification is attained or a suitably qualified deputy to Nominated Person Ground Operations(NPGO) is appointed.

7. Acceptance, Notification and Changes to AOC

7.1. The outcome of the assessment will be notified to the operator. In the event that the candidate is acceptable to the Brunei DCA, the operator will also be advised in writing if the acceptance is provisional and whether the contracted hours are adequate.

7.2. Written notification of acceptance (of the candidates) to the organisation shall include the proviso that should the operational situation of the organisation change from the circumstances at the time of acceptance of the nominee, the Brunei DCA reserves the right to review the acceptance criteria of the candidate. This is particularly evident in the case where one person holds multiple key positions, erstwhile permissible due to the size and nature of the operation. If the organisation's size and scope of operation varies the Brunei DCA may also determine that a multiple key position holder relinquish one or more incumbency.

8. Combination of Roles

The acceptability of one person holding more than one key role with, one role being the Accountable Manager, shall be dependent on the size and scope of the operation.

Competence – candidate must fulfill all requirements for all nominations that operator applies for – no credits shall be given for concurrent roles.

Each operator must declare minimum working hours for each position. Working hours shall be dependent upon the scale of the operation.

Suggested working hours shall be included in the contract of employment referred to in 4.

The complexity of the organisation or of the operation may prevent, or limit, combinations of nominations that may be acceptable in other circumstances. As applicable, appropriate amendments will be made to the Key Personnel section in the AOC.

Persons Holding Key Positions With Different AOCs

8.1. Persons Holding Key Positions With Different AOCs

A person appointed as a nominated person by the holder of an AOC must not be appointed as a nominated person by the holder of any other AOC, unless acceptable to the Brunei DCA.

Holding Nomination in more than one AOC is acceptable under following conditions:

i. The operator must make arrangements to ensure continuity of supervision in the absence of nominated persons and thus have a declared deputy.

ii. Nominated persons must be contracted to work sufficient hours to fulfill the management functions associated with the scale and scope of the operation.

A person shall not occupy a key position with more than 2 AOC holders.

9. Withdrawal of Acceptance

9.1. It must be understood that Brunei DCA acceptance of a candidates for the post of a nominated person may be withdrawn at any time even after the nominee has embarked on substantive employment and in holding the role with the organisation. This process will only be initiated if a valid reason exists. Reason for such a withdrawal of acceptance include, but not limited to:

i. Inadequate and appropriate interaction with the Brunei DCA;

ii. Persistent delays in closing audit findings;

iii. Lack of qualification as a consequence of change management in size and scope;

iv. Culpable infringement of regulations and requirements;

v. Criminal / fraudulent activity.

10. Queries

Any queries or further guidance required as a result of this directive should be addressed to flightops.regulatory@dca.gov.bn , Tel: +6732330142, Fax: +6732345345.

11. Amendment, revocation and suspension

This Directive FOD-2026/008 will remain in force effective 13 October 2026 unless revoked or suspended by the Director of Civil Aviation, Negara Brunei Darussalam

Signature: ……..
MOHAMAD AZLAN MOHAMMAD JUNAIDI
Act. Director of Civil Aviation

……
Official Stamp