4900 Yonge Street, 4th Floor
Toronto, ON
M2N 6A5

March 4, 2013

EXHIBIT No. 2163/04/18
FILED ON OCT 30 2013

Ornge Global Air Inc.
5310 Explore Drive
Mississauga, ON
L4W 5H8

Attention: Mr. Robert Giguere, Accountable Executive

Subject: Program Validation Inspection Report

Dear Sir:

A Transport Canada Program Validation Inspection (PVI) on Ornge Global Air Inc. was carried out between January 9 and January 24, 2013. The purpose of the PVI was to verify that the organization had effectively implemented an Operational Control System and a Quality Assurance Program. The PVI was conducted in accordance with the Civil Aviation Staff Instruction SI-SUR-001 Issue 04 and the Ontario Region Civil Aviation, Supplementary Staff Instruction SSI-SUR-001-P Issue 03.

The PVI involved an off-site file review and familiarization of the Operational Control System and Quality Assurance Program as described in the approved company manuals. An on-site portion involving interviews with key personnel, sampling of records and the observance of work was also conducted.

The PVI team examined selected company functional area systems and procedures using PVI worksheets for Air Operators to determine the degree of conformance to the Canadian Aviation Regulations, approved company manuals and documents.

During the on-site inspection the PVI team identified examples of non-conformance to the Company Operations Manual.

A review of maintenance personnel assigned Aircraft Certification Authority (ACA) privileges on the Sikorsky SK76A model helicopter identified that several maintenance personnel had not completed a Transport Canada approved training course. This information was brought to the attention of the Ornge Global Air Inc. management team by the PVI team. The Ornge Global Air Inc. management team took immediate action and restricted all maintenance personnel who had not taken an approved course from conducting any further ACA privileges on the Sikorsky SK76 type helicopter.
The PVI manager was supplied with documentation confirming that, effective immediately, any maintenance staff who had not received approved training were no longer authorized to sign maintenance releases for the SK76 type helicopter.

There were examples that indicated the Quality Assurance Program did not effectively evaluate the Approved Maintenance Organization's ability to perform maintenance, and examples indicating that the Maintenance Policy Manual did not completely address various regulatory requirements.

**Interpretation of the Findings:**

The following table provides an interpretation of the non-conformances identified in this report and gives context to the nature of the findings that relate to these non-conformances:

<table>
<thead>
<tr>
<th>Finding Number</th>
<th>Element or Area</th>
<th>Classification</th>
</tr>
</thead>
<tbody>
<tr>
<td>FO-03-01</td>
<td>Company Manuals</td>
<td>Moderate</td>
</tr>
<tr>
<td>FO-11-01</td>
<td>Aircraft Inspection</td>
<td>Moderate</td>
</tr>
<tr>
<td>AMO-02-01</td>
<td>Maintenance Policy Manual</td>
<td>Moderate</td>
</tr>
<tr>
<td>AMO-08-01</td>
<td>Quality System</td>
<td>Moderate</td>
</tr>
<tr>
<td>AMO-10-01</td>
<td>Qualification and Training</td>
<td>Moderate</td>
</tr>
<tr>
<td>AMO-16-01</td>
<td>Maintenance Arrangements</td>
<td>Moderate</td>
</tr>
<tr>
<td>AOC-02-01</td>
<td>Maintenance Control Manual</td>
<td>Moderate</td>
</tr>
<tr>
<td>AOC-04-01</td>
<td>Evaluation Program</td>
<td>Moderate</td>
</tr>
</tbody>
</table>

Areas where the company did not meet the requirements have been documented as findings. There were eight (8) findings identifying areas that require corrective action. They are enclosed with this report. The company is required to review these findings and prepare a Corrective Action Plan (CAP) that addresses each non-conformance separately, by April 10, 2013. Specific examples are provided with each finding to support each non-conformance found.

The examples are specific references to samples of company records, documentation and aeronautical products reviewed and/or to observations confirmed through the interview process. It is expected that a full review of each area will be conducted. The response also should indicate corrective actions for any additional examples that may have been identified.
It is expected that your organization will conduct an analysis of each non-conformance to determine the causal factors that have contributed to the breakdown of the system or process affected. The analysis must be a documented factual review of the non-conformance. It shall include a description of how the non-conformance occurred, the details of why it was allowed to develop, and a determination of what part of the system failed (process, procedures, culture/practices). A summary of the contributing causal factors and a conclusion identifying the significance of the non-conformance shall be included as well.

The CAP should be submitted to the CAP Review Lead’s attention.

If you wish to submit the CAP electronically send an email to CASO-SACO@tc.gc.ca or, alternatively, a fax to 1-877-822-2129.

The CAP must be submitted with corresponding supporting documentation. The corrective action forms are designed to assist the company in responding to findings using a standardized approach. If there is insufficient space on the form a separate sheet annotated with the applicable finding number can be used. The CAP must include a reasonable timetable for corrective action. It is essential that the timetable has prioritized the corrective actions to address the most critical findings first.

Immediate or short-term corrective action is intended to correct a non-conformance situation quickly. Details of the corrective action to be taken by the company and how conformance can be established quickly must be included in the short-term corrective action section of the CAP form.

A long-term corrective action involves identifying the root cause and a plan for measures or system changes that will be implemented to prevent a recurrence problem. It also includes development of a timetable for the implementation of the long-term corrective action - including proposed completion dates. This information must be included in the long-term corrective action section of the CAP form. Long-term corrective action implementation periods should not exceed 90 days. Proposed implementation periods in excess of 90 days will require a separate approval.

Should further information be required regarding this matter, please do not hesitate to contact the CAP Review Lead, Inspector Philippe Morchain at (905)-405-3796.

Regards,

Wayne Martin
Convening Authority / Autorité de convocation
Civil Aviation / Aviation civile
Ontario Region / Région de l’Ontario

Encl. (10)
FINDING FORM
FORMULAIRE DE CONSTATATION

Company Name – Nom de l’entreprise
Ornge Global Air Inc.

Base Location – Emplacement de la base
Mississauga, Ontario

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
File - Dossier 5015-16002-17

Area of Inspection (Worksheet) – Domaine d’inspection (Fiche d’inspection)

Company Manuals

Non-Conformance With – Non-conformité avec
Canadian Aviation Regulation 703.105 (1)

☑ which states
☐ which states in part
qui énonce
qui énonce en partie

"A company operations manual, which may be issued in separate parts corresponding to specific aspects of an operation, shall include the instructions and information necessary to enable the personnel concerned to perform their duties safely and shall contain the information required by the Commercial Air Service Standards."

Examples:

The following examples detail where the company operations manual did not include instructions and information necessary to enable the personnel concerned to perform their duties.

1) There was no reference to the Ornge Global Air Training Manual for area navigation systems (RNAV) general training.

2) The Company Operations Manual (COM) describes that cabin medical attendants are assigned - Person Assigned on Board Duties (PAOBD) - and that they will be trained. However, the company does not have an approved PAOBD training program.

3) The COM makes refers to an out-dated regulation - Part 9 of the Aviation Occupational Health and Safety Regulations, regarding the contents of the First Aid kits that are installed in the aircraft.

4) The COM organization chart was missing a reference to the Person Responsible for Maintenance.

5) The COM did not describe the duties and responsibilities of the Accountable Executive, the Vice President of Aviation, the Director Aviation Safety, the Manager Flight Operations, or the OCC Flight Followers.

6) The latest COM amendment, number 11, does not incorporate all Flight Operation Directives (FOD) as detailed in the "list of effective FODs", updated November 23, 2012. The COM, Directives, General Description 9.1 states that future COM amendments will encompass these directives. Not all FOD have been incorporated in amendment number 11. Some FODs date back as far as September 28, 2010 - examples, FOD 029, FOD 048, and FOD 007.

Expectation:

The Operations Manager exercises control of operations and operational standards of all aircraft operated, and over the contents of the air operator’s Company Operations Manual.

Corrective Action required
Mesure corrective exigée

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
Time – Heure

☑ The Approved Corrective Action Plan selon le plan de mesures correctives approuvé

Name of Inspector – Nom de l’inspecteur
Philippe Morchain

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
# FINDING FORM

**FORMULAIRE DE CONSTATATION**

<table>
<thead>
<tr>
<th>Company Name – Nom de l'entreprise</th>
<th>Ornge Global Air Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Location – Emplacement de la base</strong></td>
<td>Mississauga, Ontario</td>
</tr>
<tr>
<td><strong>Area of Inspection (Worksheet) – Domaine d'inspection (Fiche d'inspection)</strong></td>
<td>Aircraft Inspection</td>
</tr>
<tr>
<td><strong>Non-Conformance With – Non-conformité avec</strong></td>
<td>Canadian Aviation Regulation 602.62(1) and (2)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Date (yyyy-mm-dd) (aaaa-mm-j)</th>
<th>File - Dossier</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-01-24</td>
<td>5015-16002-17</td>
</tr>
</tbody>
</table>

- **Canadian Aviation Regulation 602.62(1) and (2)**

"No person shall conduct a take-off or a landing on water in an aircraft or operate an aircraft over water beyond a point where the aircraft could reach shore in the event of an engine failure, unless a life preserver, individual flotation device or personal flotation device is carried for each person on board."

"No person shall operate a land aeroplane, gyroplane, helicopter or airship at more than 50 nautical miles from shore unless a life preserver is carried for each person on board."

---

**Examples:**

The following examples indicate that Ornge Global Air Inc. did not equip all aircraft with infant flotation devices.

1. During an inspection of aircraft C-GRXA, it was observed that an infant life vest was not available on board the aircraft.

2. On-site interviews with the company indicated that all aircraft were not equipped with an infant life vest although infants are carried.

---

**Expectation:**

The air operator ensures that aircraft are properly equipped for the area of operation and the type of operation.

---

<table>
<thead>
<tr>
<th>Corrective Action required Mesure corrective exigée le</th>
<th>Date (yyyy-mm-dd) (aaaa-mm-j)</th>
<th>Time – Heure</th>
<th>Or Ou</th>
<th>The Approved Corrective Action Plan selon le plan de mesures correctives approuvé</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of inspector – Nom de l'inspecteur</td>
<td>Philippe Morchain</td>
<td>Date (yyyy-mm-dd) (aaaa-mm-j)</td>
<td>2013-01-24</td>
<td></td>
</tr>
</tbody>
</table>
**Finding Form**

**Formulaire de constatation**

**Company Name — Nom de l'entreprise**
Ornge Global Air Inc.

**Base Location — Emplacement de la base**
Mississauga, Ontario

**Date (yyyy-mm-dd) (aaaa-mm-jj)**
2013-01-24

**File — Dossier**
5015-16002-17

**Area of Inspection (Worksheet) — Domaine d'inspection (Fiche d'inspection)**
Maintenance Policy Manual

**Number — Numéro**
AMO-02-01

**Non-Conformance With — Non-conformité avec**
Canadian Aviation Regulation 573.10 (1)

- [ ] which states qui énonce
- [ ] which states in part qui énonce en partie

"An approved maintenance organization (AMO) certificate holder shall establish, maintain and authorize the use of a maintenance policy manual (MPM) that contains information to ensure the efficiency of the AMO's maintenance policies, dealing with the subjects set out in Standard 573 - Approved Maintenance Organizations."

**Examples:**

The following were examples of areas where the company's Maintenance Policy Manual (MPM) did not meet regulatory requirements for content.

1) The MPM did not describe a record keeping system to track all occurrences of compliance, as required by Canadian Aviation Regulation (CAR) 573.09(3)(d).

2) The MPM did not contain provisions for sampling maintenance processes to determine the AMO's ability to perform maintenance in a safe manner as required by CAR 573.09 (1).

3) The MPM did not specify that the Accountable Executive is to be notified of any systemic deficiency and of the corrective action taken as required by CAR 573.04 (3)(d).

4) The MPM did not describe the follow-up procedure for corrective actions as required by CAR 573.09 (3)(f).

**Expectation:**

A quality assurance program is established and maintained, and the program is under the management of an appropriate person.

**Corrective Action required — Mesure corrective exigée le**

<table>
<thead>
<tr>
<th>Date (yyyy-mm-dd) (aaaaa-mm-jj)</th>
<th>Time — Heure</th>
<th>The Approved Corrective Action Plan selon le plan de mesures correctives approuvé</th>
</tr>
</thead>
</table>

**Name of Inspector — Nom de l'inspecteur**
Steve Ragnauth

**Date (yyyy-mm-dd) (aaaa-mm-jj)**
2013-01-24

---

**Canada**

www.tc.gc.ca

RDiMS 8164820
FINDING FORM
FORMULAIRE DE CONSTATATION

Company Name – Nom de l’entreprise
Ornge Global Air Inc.

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
File - Dossier 5015-16002-17

Area of Inspection (Worksheet) – Domaine d’inspection (Fiche d’inspection)
Mississauga, Ontario

Quality System

Non-Conformance With – Non-conformité avec
Canadian Aviation Regulation 573.09 (1)

☒ which states qui énonce ☐ which states in part qui énonce en partie

"The holder of an approved maintenance organization (AMO) certificate shall establish and maintain a quality assurance program consisting of provisions for sampling maintenance processes to evaluate the AMO’s ability to perform its maintenance in a safe manner."

Examples:

The following were examples where the established quality assurance program did not effectively evaluate the AMO’s ability to perform maintenance.

1) There were no records to indicate an internal audit was performed between September 2010 and September 2011. This was confirmed by confirmation request CRF-015. (Ref: CAR 573.09(3)(b) and MPM Sec 2.7 Audit Schedule)

2) The Audit Check sheets did not contain records of what was reviewed as evidence to support compliance or non-compliance:
   (a) Internal Audit Check Sheet Number: AMO-05; 1.5, 1.10;
   (b) Internal Audit Check Sheet Number: AMO-09; 1.9.1.12; and
   (c) Internal Audit Check Sheet Number: AMO-11; 1.1.0, 1.11, 1.12.
   (Ref: CAR 573.09(3)(d))

3) The following is an example of Corrective Action Requests (CAR) which did not have a record of determination and the reason for it: CAR Control No. NCA-QA #46, NCA-QA #34, NCA-QA #58.
   (Ref: CAR 573.04(3)(a)(b))

4) The following Corrective Action Request did not have evidence of what was reviewed during follow-up, to ensure the corrective actions were effective: CAR Control No. NCA-QA #46, NCA-QA #34, NCA-QA #58.
   (Ref: CAR 573.09(3)(f))

5) The Quality Assurance Program was evaluated by an individual who is primarily responsible for quality assurance activities: Internal Audit Check Sheet Number: AMO-07.
   (Ref: CAR 573.09(5))

6) The established Technical Publications procedures did not ensure the latest technical data appropriate to work performed was available at point of use.
   (a) Incorporated By Reference document ORNGE MPD (Maintenance Procedures Document) cited Q-Pulse as the mechanism for technical publication distribution (Section 4.1 and 4.2). Maintenance was performed using the latest technical data from Pilatus Manufacturer’s portal as Q-pulse was not able to supply latest Pilatus AMM TR No. 22-022 (Thunder Bay based PC12, C-GRXH).
   (b) ORNGE Rotorcrew Support-AME database allowed access to out of date Weight and Balance data (Ottawa based AW-139, C-GWYN).

Expectations:

A quality assurance program is established and maintained, and the program is under the management of an appropriate person.

Corrective Action required
Mesure corrective exigée le

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
Time - Heure

Or

☒ The Approved Corrective Action Plan
selon le plan de mesures correctives approuvé

Name of Inspector – Nom de l’inspecteur
John Moate

Date (yyyy-mm-dd) (aaaa-mm-jj) 2013-01-24
FINDING FORM
FORMULAIRE DE CONSTATATION

Company Name — Nom de l'entreprise
Ornge Global Air Inc.

Base Location – Emplacement de la base
Mississauga, Ontario

Date (yyy-mm-dd) (aaaa-mm-jj) 2013-01-24

File – Dossier
5015-16002-17

Area of Inspection (Worksheet) – Domaine d'inspection (Fiche d'inspection)
Qualification and Training

Non-Conformance With – Non-conformité avec
Canadian Aviation Regulation Standards 573.06(6)

☐ which states qui énonce ☑ which states in part qui énonce en partie

"...Pursuant to Section 571.11 of the CARs, prior to authorizing ACA privileges for any transport category aeroplane or turbine powered helicopter, the AMO shall ensure the AME has successfully completed a Transport Canada approved training course on the type of aircraft, engine or system concerned..."

Examples:
The following were examples of personnel authorized to conduct Aircraft Certification Authority (ACA) privileges on the S-76 helicopter and had not completed a Transport Canada approved training course.

1) ACA # 1100, Flight Safety International Certificate dated April 8, 2005 did not include a Transport Canada Approval Number.

2) ACA # 1136, Flight Safety International Certificate dated November 21, 2003 did not include a Transport Canada Approval Number.

3) ACA # 1003, Flight Safety International Certificate dated April 8, 2005, did not include a Transport Canada Approval Number.

Expectation:
Competence to perform duties is evaluated.

Corrective Action required
Mesure corrective exigée le

Date (yyy-mm-dd) (aaaa-mm-jj) Time – Heure Or Ou

The Approved Corrective Action Plan
selon le plan de mesures correctives approuvé

Name of Inspector – Nom de l'Inspecteur
Steve Ragnauth

Date (yyy-mm-dd) (aaaa-mm-jj) 2013-01-24

www.tc.gc.ca
RDIMS 8164820
FINDING FORM
FORMULAIRE DE CONSTATATION

Company Name – Nom de l'entreprise
Ornge Global Air Inc.

<table>
<thead>
<tr>
<th>Base Location – Emplacement de la base</th>
<th>Date (yy-mm-dd) (aaaa-mm-jj)</th>
<th>File - Dossier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mississauga, Ontario</td>
<td>2013-01-24</td>
<td>5015-16002-17</td>
</tr>
</tbody>
</table>

Area of Inspection (Worksheet) – Domaine d'inspection (Fiche d'inspection)  
Maintenance Arrangements

<table>
<thead>
<tr>
<th>Non-Conformance With – Non-conformité avec</th>
<th>Canadian Aviation Regulation 573.11(3) and Maintenance Policy Manual (MPM) section 6.4 (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ which states</td>
<td>☒ which states in part</td>
</tr>
<tr>
<td>qui énonce</td>
<td>qui énonce en partie</td>
</tr>
</tbody>
</table>

"Arrangements respecting work to be performed by external agents pursuant to subsection (2) shall be made in accordance with procedures governing maintenance arrangements set out in the MPM or, if no such procedures are set out in the MPM, shall be approved by the Minister as ensuring conformity with the requirements of this Subpart."

"Required maintenance outside of the Ornge Global Technical Services scope of approval will be carried out by contracted organizations. Maintenance arrangements / contracts will be reviewed and are subject to approval by the Person Responsible for Maintenance (PRM). This function has been delegated to the appropriate Director of Maintenance but remains the responsibility of the PRM."

Examples:
The following are examples of Maintenance Arrangements entered into where the operator did not follow the approval procedures developed pursuant to CAR Standard 573.11(1) and detailed in the Maintenance Policy Manual (section 6.4).

1) Northern Airborne Maintenance Vendor - Self Audit Questionnaire dated January 20, 2012 - the ORNGE AIR APPROVAL section is incomplete.

2) Perimeter Aviation LP Vendor - Self Audit Questionnaire dated February 15, 2012 - the ORNGE AIR APPROVAL section is incomplete.

3) Wasaya Airways LP Vendor - Self Audit Questionnaire dated February 10, 2012 - the ORNGE AIR APPROVAL section is incomplete.

Corrective Action required
Mesure corrective exigée le

<table>
<thead>
<tr>
<th>Date (yy-mm-dd) (aaaa-mm-jj)</th>
<th>Time – Heure</th>
<th>Cr Ou</th>
<th>The Approved Corrective Action Plan selon le plan de mesures correctives approuvé</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Name of Inspector – Nom de l'inspecteur
Steve Ragnauth

<table>
<thead>
<tr>
<th>Date (yy-mm-dd) (aaaa-mm-jj)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013-01-24</td>
</tr>
</tbody>
</table>
**FINDING FORM**

**FORMULAIRE DE CONSTATATION**

<table>
<thead>
<tr>
<th>Company Name – Nom de l'entreprise</th>
<th>Ornge Global Air Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Base Location – Emplacement de la base</strong></td>
<td>Mississauga, Ontario</td>
</tr>
<tr>
<td>Date (yyyy-mm-dd) (aaaa-mm-jj)</td>
<td>2013-01-24</td>
</tr>
<tr>
<td>File - Dossier</td>
<td>5015-16002-17</td>
</tr>
<tr>
<td>Area of Inspection (Worksheet) – Domaine d'inspection (Fiche d'inspection)</td>
<td>Maintenance Control Manual</td>
</tr>
<tr>
<td>Number - Numéro</td>
<td>AOC-02-01</td>
</tr>
</tbody>
</table>

**Non-Conformance With – Non-conformité avec**

| | Canadian Aviation Regulation 708.08 (1) |
| | ☒ which states qui énonce |
| | ☐ which states in part qui énonce en partie |

"An air operator shall establish, maintain and authorize the use of a Maintenance Control Manual (MCM) that contains information to ensure the efficiency of the maintenance control system, as set out in the Commercial Air Service Standards."

**Examples – Exemples**

The following were examples of areas where the company's Maintenance Control Manual (MCM) did not meet regulatory requirements for content:

1. The MCM did not describe a record keeping system to track all occurrences of compliance, as required by CAR 708.07(3)(c).

2. The MCM did not detail a record keeping system to ensure that details of audit findings, corrective actions and follow up are recorded as required by CAR 706.07(3)(c).

3. The MCM did not include the QA program follow up procedures to ensure that necessary corrective actions instituted are effective as required by CAR 708.07(3)(f).

4. The MCM did not describe the follow-up procedure for corrective actions as required by CAR 573.09 (3)(f).

**Expectation:**

A quality assurance program is established and maintained, and the program is under the management of an appropriate person.

<table>
<thead>
<tr>
<th>Corrective Action required</th>
<th>The Approved Corrective Action Plan selon le plan de mesures correctives approuvé</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of inspector – Nom de l'inspecteur</td>
<td>Steve Ragnauth</td>
</tr>
<tr>
<td>Date (yyyy-mm-dd) (aaaa-mm-jj)</td>
<td>2013-01-24</td>
</tr>
</tbody>
</table>
**FINDING FORM**
**FORMULAIRE DE CONSTATATION**

**Company Name – Nom de l'entreprise**
Omge Global Air Inc.

**Base Location – Emplacement de la base**
Mississauga, Ontario

**Date (yyyy-mm-dd) (aaaa-mm-jj)**
2013-01-24

**File – Dossier**
5015-16002-17

**Area of Inspection (Worksheet) – Domaine d'inspection (Fiche d'inspection)**

**Evaluation Program**

**Non-Conformance With – Non-conformité avec**
Canadian Aviation Regulation 706.07(1)

- [ ] which states
  - quel énonce
- [X] which states in part
  - quel énonce en partie

"An air operator shall, in order to ensure that its maintenance control system and all of the included maintenance schedules continue to be effective and to comply with these Regulations, establish and maintain a quality assurance program...."

**Examples:**

The following were examples where the established quality assurance program did not ensure that the air operator's maintenance control system continued to be effective and continued to comply with these regulations.

1) The program did not evaluate all functions as defined in the MCM (e.g. Work Performance Standards, Maintenance schedules, Minimum Equipment Lists, Sample Aircraft maintenance).

2) There were no records to indicate internal audit was performed between September 2010 and September 2011. This was confirmed by confirmation request CRF-015. Ref CAR 706.07(3)b and MCM sec 7.2(1).

3) Audit check sheets did not contain records of what was reviewed as evidence to support compliance or non-compliance:
   - (a) Internal Audit Check Sheet Number: AOC-06; Questions 2, 7, 12;
   - (b) Internal Audit Check Sheet Number: AOC-11; Questions 3, 14, 19, and
   - (c) Internal Audit Check Sheet Number: AOC-12; Questions 1, 2, 13, 15. (Ref: CAR 706.07(3)(c))

4) The closed Corrective Action Requests (CAR) did not evidence what was reviewed during follow-up to ensure the corrective actions were effective: CAR Control No. FO-NC-7, FO-NC-11 and FO-NC-12. (Ref: CAR 706.07(3)(f))

5) The Quality Assurance Program was evaluated by an individual who is primarily responsible for quality assurance activities; Internal Audit Check Sheet Number, AOC-04. (Ref: CAR 706.07(5))

6) The Journey Logbook page of aircraft C-GRXH did not have the “next maintenance due” block completed: sheet number XH001053, dated 01/18/2012.

**Expectation:**

A quality assurance program is established and maintained, and the program is under the management of an appropriate person.

<table>
<thead>
<tr>
<th>Corrective Action required</th>
<th>Date (yyyy-mm-dd) (aaaa-mm-jj)</th>
<th>Time – Heure</th>
<th>Or Ou</th>
<th>The Approved Corrective Action Plan selon le plan de mesures correctives approuvé</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of Inspector – Nom de l'inspecteur</td>
<td>Date (yyyy-mm-dd) (aaaa-mm-jj)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>John Moate</td>
<td>2013-01-24</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## CORRECTIVE ACTION FORM

### PART 1 - PAGE 1

<table>
<thead>
<tr>
<th>Company Name / Nom de l'entreprise</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Base Location / Emplacement de la base</th>
<th>Date (yyyy-mm-dd) / Date (aaaa-mm-jj)</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Area of Inspection (Worksheet) / Domaine d'inspection (fiche d'inspection)</th>
<th>Number / Numéro</th>
<th>File / Dossier</th>
</tr>
</thead>
</table>

### Immediate or Short Term Corrective Action / Mesure corrective immédiate ou à court terme

1. List the examples of non-conformance identified in the finding / Enumérez les exemples de la nonconformité identifiés dans la constatation.

2. Identify all additional examples the company has found / Identifiez tous les exemples additionnels trouvés par l'entreprise.

3. Identify the actions to correct all examples / Identifiez les actions pour corriger tous les exemples.

### Completion Date (yyyy-mm-dd) / Date d'achèvement (aaaa-mm-jj)
Corrigent Action Form / Formulaire de mesure corrective

1. Synopsis of the non-conformance / Synthèse de la nonconformité
   
a) State the seriousness of the non-conformance / Énumérez le sérieux de la constatation
   
b) Identify the processes, procedures, practices and cultures involved / Identifiez les politiques, processus, procédures et cultures impliquées

2. Cause(s) of Problem / Cause(s) du problème
   
a) Identify the analysis used / Identifiez l’analyse utilisée
   
b) Provide written details showing how you arrived at the root cause using the process identified
      Fournissez les détails écrits démontrant comment vous êtes arrivé à la cause profonde utilisant le processus identifié
   
c) State the root cause resulting from the analysis / Énumérez la cause profonde en résultant de l’analyse

3. Actions to prevent recurrence: Stated action(s) must: 1) Address the elimination of the cause(s), 2) Identify who is responsible to implement the systemic corrective action(s), and 3) State timelines for implementation, and target dates for follow-up actions to ensure effectiveness of the correction action actions.
   Mesures à prendre pour éviter que le problème ne se reproduise : Les actions indiquées doivent : 1) Pourvoir à l’élimination de la cause profonde, 2) identifier le responsable de la mise en application des mesures correctrices systématiques, et 3) préciser les échéanciers pour la mise en œuvre, et les dates limites pour les mesures de suivi afin d’assurer l’efficacité des mesures correctives.

Proposed Completion Date (yyyy-mm-dd)
Date d’achèvement proposée (aaaa-mm-jj)

Company Representative - Name/Signature
Représentant(e) de l’entreprise - Nom et Signature

Date (yyyy-mm-dd)
Date (aaaa-mm-jj)