



MONARCH AIR

FLIGHT INSTRUCTOR MANUAL



MONARCH AIR | 4580 Claire Chennault, Addison, TX 75001 | monarchair.com

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REVISED CONTENT NOTIFICATION

The latest revised content in this manual will be indicated by the “Change Bar” located within the left-hand margin beside the applicable text. An email will be sent to the staff notifying the team of any new revision.

Flight Instructors are required to familiarize themselves with the revised content within three (3) days.

COMPANY MISSION STATEMENT AND CORE VALUES

Mission Statement: Monarch Air exists to maintain the highest level of aviation professionalism by fostering a culture of safety and providing unparalleled customer service.

Core Values:

- “Safety First” mentality: we believe that sound instruction, recurrent training, open communication, and honest feedback from both team members and clients leads to a culture of safety that will mitigate as much risk as possible. Our safety practices are codified in our company's "Safety Policy Statement."
- Unparalleled customer service: in a society that is increasingly impersonal, Monarch Air strives to stand out of the crowd by getting to know our clients and addressing their needs.
- Family values: as a family-owned and operated company since its inception, Monarch Air management desires a comfortable and productive workplace for its team members. Honesty, integrity, discipline, and loyalty are character traits that are valued in Monarch Air team members.
- Discipline as a principle: Monarch Air will hire disciplined people who think critically and act accordingly. Not to be confused with rigidity, discipline is a mentality of self-analysis, self-improvement, self-control, and focused thinking that are harnessed for the good of the company. Only then can Monarch Air meet its high goals and standards.

SECTION 1 – KEY PERSONNEL

CHIEF INSTRUCTORS

Richard Erler – Chief Flight Instructor

Jeff Wallach – Assistant Chief Flight Instructor

Sarthak Goswami – Assistant Chief Flight Instructor

STAGE CHECK INSTRUCTORS

Stage Check Instructors will be certified by the Chief Flight Instructor in accordance with 14 CFR, Part 141 regulations. Stage Check Instructors will be responsible for providing timely Part 141 Stage Checks for all Monarch Air clients as well as any Progress Checks required for Part 61 clients.

A current list of qualified Monarch Air Stage Check Instructors:

Lesley Shaughnessy	S.E.L. – PVT, INST, COM.
Jeff Wallach	S.E.L. – PVT, INST, COM.
Sarthak Goswami	S.E.L. – PVT, COM.
Steven Kuwayama	S.E.L. – PVT, INST, COM.
Richard Erler	S.E.L/M.E.L – PVT, INST, COM.

SCHOOL ADMINISTRATOR

Sarthak Goswami is the TSA and 141 Administrator. His primary duties include but are not limited to:

- Maintaining the records and completion of the paperwork process required by the Transportation and Security Administration
- Maintaining the Part 141 Flight School to FAA requirements
- Assisting clients with financing paperwork and maintaining Pilot Finance client records
- Managing SEVP (Student and Exchange Visitor Program) paperwork for International Clients.
- Managing and maintaining new hire paperwork, CFI Indoc, and employee compliance records.
- Assisting in overseeing that the flight school operations are smooth and consistent with company standards, and any discrepancies or disputes are resolved in a timely manner.

SECTION 2 – FRONT COUNTER OPERATIONS

PHONE CALLS

Phone calls are an instructor's lifeline. Most people get their first impression of business from phone calls, and therefore, they should be handled professionally. Phone calls should be answered, "Good Morning / Good Afternoon, Monarch Air, this is (your name)." Language should reflect the professionalism of Monarch Air, and slang should never be used.

Project a positive image on the phone!

You might not think of telephone interaction with clients as part of your marketing efforts, but they are and can be just as important as advertising, news releases, or brochures. Every time someone from our flight school speaks with a client, that conversation is forming, maintaining, or changing our school's impression.

The mere act of answering the phone can increase or decrease our flight school's appeal. It's easy in the rush of the day to give responses that may be truthful, but these answers might not create a positive and professional image. Here are some samples:

"Pete's still at lunch." If it's 3 pm, your client might conjure an image of Pete on his third martini. It very well may be the case that Pete worked nonstop until 2:55 and then ran out for a sandwich. Rather than supplying the casual and specific information, consider saying instead: "Pete's not available right now. Would you like to leave your name and number to have him return your call?"

"Ann hasn't come in yet." This is the same situation as being "still at lunch." The problem is the word "yet." To most ears, "yet" is the same as "late." Just like Pete's lunch in the first example, Ann's workday may not start until mid-morning, but the client doesn't know that. An improved answer is the same: "Ann's not available right now. Would you like to leave your name and number to have her return your call?"

"Gee, I don't know where he is right now. He was just here." What kind of place are you running there, anyway? In the hubbub of a busy day, it's possible that the boss could slip out to go to the bank, to an appointment, or elsewhere, making him or her unavailable to speak on the phone. Rather than appearing not to know what's going on, it's safer to go with the standard reply: "Dan's not available right now. Would you like to leave your name and number to have him return your call?"

"She went home early." Want to make a client angry? Tell him that the employee who was supposed to handle something or return his phone call "went home early." It's a surefire way to irritate any client. There may be a very good reason why a person "went home early" on a particular day, but mostly this explanation conjures up an image of calling it quits to relax.

"He's at the doctor right now." Is he dying? What's wrong with him? How come he's at the doctor? Personal information about the whereabouts of an employee- "He's at his lawyer's" or "She's having her teeth cleaned" or "He had to go pick up his boy from school" are best left unsaid. If the employee wants to share the information later with coworkers or clients, that's another matter. But respect the privacy of our employees by keeping their commitments private.

"He's with a client right now." As the saying goes, "What am I? Chopped liver?" When you tell one client that someone is unavailable because the person is with another client, you are implying that the first client is more important than the caller. One client doesn't want to feel as if he or she is less important than another.

All phone calls, personal in nature, need to be held to a minimum. Since we only have two lines, anytime you notice all of the lines are taken, the personal call should be ended. Also, anytime a customer walks in the door, and you are on a personal phone call, and no one else is available to help him/her, the phone call should be ended.

The greatest tool for a Monarch instructor outside of a good understanding of flying is the phone. Prospective clients call at all hours of the day shopping for a good deal. A good instructor should have a working knowledge of all of our flight packages and be able to sell Monarch Air services. We sound like every other flight school on the phone, and Monarch Air's greatest asset is to get someone to visit our facilities.

When unable to locate the individual, take a thorough message, including their name, time, date, your initials, and a phone number where they can be reached. Place the message in the individual's box when complete. All messages need to be written down, do not use mental messages due to the tendency of forgetting to relay to the individuals.

First Contact Quick Guide – Phone Call

- Our Market:
 - About 1% of the total population
 - Successful people
 - An activity that requires trust
 - Apprehensive due to unfamiliarity
- We cannot afford to make a poor first impression
- The Plan – Get the individual in the door.

How to accomplish:

- Reassure:
 - You have called the right place.
 - Customers are usually apprehensive.
 - Accomplished individuals do not like to ask stupid questions.
- Listen:
 - Do not get frustrated with “dumb” questions.
 - They have probably been confused by another facility.
- Answer the Questions:
 - Credibility
 - If uncertain, “I am not sure, but I can find that out for you.”
- How much does it cost?
 - Min: 35 hrs / Nat. Avg: 68 hrs / Ours: 50 hrs
 - Largely depends on you.
 - Integrated Program using CBI.
 - I’ll detail all the costs when you visit.
 - You’ll have an apples-to-apples comparison when you visit the competition.
- Offer:
 - \$99 or \$169 Discovery Flight
 - Invite to fly, then show facility
 - If time permits, then send them a discovery packet to include Private Pilot Program pricing and medical examiners contact information.

CUSTOMER SERVICE

Know who the boss is- You are in business to service our client's needs, and you can only do that if you know what it is that they want. When you truly listen to your clients, they let you know what they want and how you can provide good service. Never forget that the client pays our salary and makes your job possible.

Be a good listener - Take the time to identify client needs by asking questions and concentrating on what they are really saying. Listen to their words, tone of voice, body language, and, most importantly, how they feel. Beware of making assumptions - thinking you intuitively know what the client wants. Do you know what three things are most important to them? Effective listening and undivided attention are particularly important on the ground where there is a great danger of preoccupation - looking around to see to whom else we could be selling to.

Identify and anticipate needs- Clients don't buy products or services. They buy good feelings and solutions to problems. Most of their needs are emotional rather than logical. The more you know your clients, the better you become at anticipating their needs. Communicate regularly so that you are aware of problems or upcoming needs.

Make clients feel important and appreciated- Treat them as individuals. Always use their name and find ways to compliment them, but be sincere. People value sincerity. It creates good feelings and trust. Think about ways to generate good feelings about doing business with you. Clients are very sensitive and know whether or not you care about them. Thank them every time you get a chance. Be sure that your body language conveys sincerity. Your words and actions should be congruent.

Help clients understand our systems- Our organization may have the world's best systems for getting things done, but if clients don't understand them, they can get confused, impatient, and angry. Take time to explain how our systems work and how they simplify transactions. Be careful that systems don't reduce the human element of the organization.

Appreciate the power of "Yes"- Always look for ways to help your clients. When they have a request (as long as it is reasonable, safe, and legal), we can accommodate them. Look for ways to make doing business with us easy. Always do what you say you are going to do.

Know how to apologize- When something goes wrong, apologize. It's easy, and clients like it. The client may not always be right, but they must always win. Deal with problems immediately and let clients know what you have done. Make it simple for clients to complain. Value their complaints. As much as we dislike it, it allows us to improve. Even if they are having a bad day, go out of your way to make them feel comfortable.

Give more than expected- Since all companies' future lies in keeping clients happy, think of ways to elevate yourself above the competition. Consider the following: What can you give our clients that they cannot get elsewhere? What can you do to follow-up and thank people even when they don't buy? What can you offer clients that is unexpected?

Get regular feedback- Encourage and welcome suggestions about how you could improve. There are several ways in which you can find out what our clients think and feel about our services. Listen carefully to what they say. Check back regularly to see how things are going. Provide a method that invites constructive criticism, comments, and suggestions.

Treat other employees well- Fellow employees are your internal clients and need a regular dose of appreciation. Thank them and find ways to let them know how important they are. Treat your fellow employees with respect,

and chances are they will have a higher regard for our customers. Appreciation stems from the top. Treating clients and fellow employees well is equally important.

COMPANY PHONE DIRECTORY

The Monarch Air Phone Directory of employees' numbers is for company use only. ***The phone numbers on the list should not be given out to any clients under any circumstances.*** If an individual calls for an employee who has left for the day, refer to the section above regarding phone calls, and then take a message.

WALK-IN CLIENTS & VISITOR INFORMATION FORM

Every walk-in client should be greeted immediately by standing up. There should never be clients wandering around by themselves or looking for help. Using the iPad that is located at the front counter, have the client complete our online Welcome Form that is accessible via the Staff Portal on our website. If the individual is inquiring about aircraft rental or flight instruction, take the time to escort the individual around our facilities. Do not just hand the client a rental price sheet. The price sheet does not represent the quality of our aircraft or facilities. Show the client the various selection of aircraft that we have available.

MARKETING FOLDERS

Marketing folders have been created for potential clients. The folders are kept on the shelves behind the front counter. The folders have the following informational pages: Welcome to Monarch Air, Our History, Thought About Aircraft Ownership?, Why Monarch Air for Your Flight Training, AOPA Frequently Asked Questions, as well as the appropriate flight program quotes. Please familiarize yourself with the included information and handouts. The lower right side of the folder has a cutout to insert a business card.

DISCOVERY FLIGHT FORM

Using the iPad that is located at the front counter, have the client complete our online Discovery Flight Form that is accessible via the Staff Portal on our website. Should the iPad not be available, there are hard copies of the form available at the front counter.

SPECIAL PROGRAMS / ACCOUNTS

Gift Certificates

Monarch Air offers Gift Certificates for clients to purchase. The Gift Certificates are available in two-time durations: 0.5-hour and 1-hour flights. The certificates and envelopes are located in the cash till. All gift certificates are valid for one (1) year from date of issue. Use the following steps when issuing a gift certificate:

1. In TFBO, write an invoice to the cash account. Include the client's name in the pop-up window.
2. Select 'P' for Parts and then use code DISC99 for the 0.5-hour certificate, or DISC169 for the 1-hour certificate, and input the quantity.
3. Complete the invoice normally from thereon.
4. Sign the Gift Certificate in the signature field, print your name in the title field, and write in the assigned invoice number.
5. When a customer redeems a Gift Certificate, write the invoice normally, and select "Check" as the type of payment. In the Check Number field, type "gift cert" and the invoice number, for example: "giftcert I-012345." Then collect the gift certificate as you would any other form of payment, write "USED" across the certificate, and staple the gift certificate to the invoice. ***Copies of gift certificates are not acceptable.***

Discovery Flight Program

All Discovery Flights will be conducted in new Cessna 172SP, G1000 aircraft, preferably owned by Monarch Air. The flight will last approximately 0.5 or 1.0 Hobbs hours according to which certificate was purchased. A maximum of 2-hrs block time should be reserved on Schedule Pointe. Flight Instructors will be paid for 1-hour of their time regardless of the Hobbs time flown. Use the following procedures for dispatching:

1. Dispatch the flight to 'Discovery Flight' in the Pilot's Name field in TFBO.
2. Bill aircraft time and fuel surcharges to the Discovery Flight account under "Dual Flight Training."
3. Collect \$99.00 or \$169.00 from the Client and show as a payment on account. Disregard any extra balance past \$99.00 or \$169.00.

Please keep in mind that the Discovery Flight is not only an opportunity to introduce someone to the excitement of flying but also an opportunity for additional business. Each Flight Instructor must "promote themselves" to the client. Explain why you are the best Flight Instructor and why Monarch Air is the best place to learn how to fly.

OFFICE EQUIPMENT

Office equipment is to be used for Monarch Air business purposes only and is to remain on the premises at all times. The usage of the fax machine is not allowed without prior approval by management. Photocopies of aircraft information manuals and charts are not to be made for clients or employees; these items need to be purchased. The online CTA program has aircraft manuals in PDF for review.

COMPANY COMPUTERS

Monarch Air computers are for business purposes only. Removing/installing software or hardware by unauthorized personnel may result in a loss of critical data. Monarch Air business could be affected adversely by the loss of such data. Software not authorized by the administration is not permitted to be installed on any company computer. Desktops at the front counter are established with quick link icons and shortcuts for operation. These icons, new shortcuts, and desktop images should not be changed. Any repairs to a computer are to be done by an authorized Monarch Air technician. No unauthorized repairs/changes are permitted.

ONLINE SCHEDULING PROBLEMS

In the event the online scheduling system fails, please use the following steps below:

- Ensure that we have an active Internet connection by going to Explorer and opening another website. If you cannot view this site, then we may have an Internet connection issue.
- If you are still unable to load the scheduling page, please contact Tony Troxel at 949-677-5592 or via email at tony@schedulepointe.com.

AFTER-HOURS CONTACT INFORMATION (Not Maintenance Related)

In the event you have a problem after hours that requires Flight Operations Management that is ***not aircraft maintenance related***, please contact a check instructor. If a check instructor is not available, contact the below individuals in the following order:

1. Dick Erler – 214-808-9883
2. Sarthak Goswami – 281-854-5415
3. Trey Sawtelle – 972-896-6150

AIRCRAFT MAINTENANCE CONTACT INFORMATION (duplicated in SOP/SPP for legal requirements)

Monarch Air has a fully staffed maintenance department responsible for maintaining all of the aircraft. The aircraft maintenance department operates Monday through Friday from 8:00 am till 5:00 pm. On Saturday from 8:00 am till 12:00 pm if necessary. ***In the event of a mechanical problem after hours, call the Director of Maintenance: Robert Johnson – 214-213-2531.***

AIRCRAFT MAINTENANCE - SQUAWKS

Anytime an aircraft has a mechanical problem, please complete the following:

- Placard the inoperative item with an INOP sticker. An example: Airspeed Indicator inoperative – label the A/S indicator with an INOP sticker.
- Complete the Squawk form on the Monarch Air Staff Portal on the Monarch Air website or go to <http://www.monarchair.com/emp>.

Grounding Items

Anytime an aircraft is Grounded, the CFI responsible for the flight, or the front desk CSR if they are available to assist, must conduct the following procedures:

1. Complete the online Squawk Form, and then dispatch the aircraft to the maintenance department in TFBO.
2. Update the aircraft schedule in Schedule Pointe:
 - a. **Monday through Thursday** – Consult with maintenance. If maintenance is unavailable, do the following: If the aircraft is grounded before 12 PM, mark the aircraft down through the end of the current business day. If after 12 PM, mark the aircraft down through the end of the following business day.
 - b. **Friday** – Consult with maintenance. If maintenance is unavailable, do the following: If the aircraft is grounded before 12 PM, mark the aircraft down through the end of the current business day. If after 12 PM, mark the aircraft down through the end of business on Monday.
 - c. **Saturday and Sunday** – Consult with maintenance, if available. Mark the aircraft down through the end of business on Monday. Any unplanned maintenance will be coordinated through and overseen by the Director of Maintenance.
3. Review the aircraft schedule for client flights, and reschedule as necessary to cover the initial downtime. If no other aircraft is available to move the flight, every effort must be made to notify the client via the contact information in TFBO to accommodate the client.
4. The maintenance department is responsible for contacting the front desk if additional time is required to address the squawk. If additional time is needed, the front desk's responsibility is to adjust the aircraft schedule per paragraph (3). Only the maintenance department is authorized to check the aircraft back in and return it to service.
5. Should there be any question about a squawk, whether a squawk is considered a grounding item, etc., please contact Robert Johnson for clarification and guidance.
6. Whenever a flight is charged to the Maintenance account, aircraft owner account, or Monarch Air for more than 0.3 hours, it is necessary to make a computer note on the invoice stating the purpose of the written-off time. An example would be: 'Aircraft returned to service after 50-hour inspection.'

Repeat Items

Any squawk that has prolonged corrective action or has repeated write-ups over a period of time needs to be brought to the attention of Trey Sawtelle. This can be noted in the additional comments section of the Squawk Form.

Squawk Resolutions

When a form is submitted to the maintenance department, the squawk will be discussed. Every squawk will be addressed immediately or at the next inspection, depending on the aircraft's schedule, the technician's availability, and the severity of the squawk. Once a squawk has been addressed, a resolution or plan of action will be recorded in the Squawks Resolution Sheet, and a printed copy will be posted in the instructor room.

Oil

The oil bin is located at the front counter. Only employees may issue bottles of oil to clients. Before you leave on your flight, complete an oil receipt, bill it accordingly and place it in the till. If you happen to take one of the last three quarts of oil, please ask maintenance for a refill. The Friday opening team member should also verify that there is a sufficient oil supply for the weekend. Additional bottles of oil are stored in the Parts Room on the southwest side of the building.

AIRCRAFT SALES

Monarch Air works directly with Cessna & Textron to help facilitate new aircraft sales. Please refer all inquiries to Trey Sawtelle; he has business cards located at the front counter. His direct contact information is trey@monarchair.com or 972-896-6150.

Additionally, to help promote sales in the company, we offer our instructor staff the following sales incentives. If an instructor provides a new lead source that results in a new Cessna Aircraft sale, we will pay the following commission:

- 1 aircraft sold - \$500 commission for a lead that results in a new Cessna aircraft sale.
- 2 or more aircraft sold - \$1,000 commission for a lead that results in a new Cessna aircraft sale.

All new leads need to include the name and contact number for the individual, as well as your name. Please turn this information to Trey.

CHARTER OPERATIONS

Monarch Air operates a fleet of jet and turboprop aircraft available to the public for charter. In the event a phone call is received, please transfer the call to extension 107 - Charter Sales Dispatch (CSD). This extension is monitored 24-hours a day, 7-days per week, and all voicemails are returned within 30 minutes.

SECTION 3 – SAFETY & SECURITY

EMERGENCY RESPONSE PROCEDURES

Immediate Actions

- In the event of a suspected accident, incident, or overdue aircraft, go to the ***Red Folder located at the front desk*** and find the Initial Notification Form. Complete this form to the best of your ability with the information you have received.
- Notify Monarch Air's Senior Contact (call in any order, it's only necessary to notify one of the below):
 - Trey Sawtelle 972-896-6150
 - Robert Johnson 214-213-2531
 - Dick Erler 214-808-9883
- Do not make any statements speculating as to the cause of the incident to anyone. Remember, federal inspectors will visit on-site, not call on the phone. ***Always ask for identification when they visit!***
- If you receive inquiries, take the person's name and phone number and tell them someone from the company will contact them as soon as possible.

Management Actions

- Follow Emergency Response Plan Procedures as outlined in individual Red Folders / ERP.

SECURITY INFORMATION

As a result of the terrorist attacks on September 11th, 2001, the Aviation and Transportation Security Act established requirements for training foreign nationals. While current regulations do not restrict training of foreign nationals in aircraft under 12,500 pounds, Monarch Air will submit the names of all foreign nationals for security review and will conduct background checks on all US Clients during the enrollment process.

Monarch Air staff members must be continuously vigilant to any suspicious activities. These activities may include but are not limited to:

- Paying for training in cash
- Showing interest in only certain areas of training but not others necessary for certification.
- Suddenly leaving a training program without explanation
- Any activity that appears suspicious or inconsistent with the intent to obtain full certification.
- Individuals on the airport property without apparent reason to be there.
- Persons who desire to rent aircraft without proper credentials.
- Persons with proper credentials who don't display a corresponding level of aviation knowledge or skill.
- Any pilot who makes threats or statements inconsistent with normal aircraft operations.
- Any activity that is inconsistent with the normal activity of the airport.
- Any pilot who appears to be under the control of someone else.

Additionally, Monarch Air Staff members will be continuously vigilant to ensure:

- Aircraft are not dispatched without proper authorization.
- Secured doors, access points, etc., remain locked.
- A person without proper access identification is immediately reported to airport security.

- Staff members will immediately report suspicious activities to the flight school administrator, airport authority, or law enforcement as they deem necessary.

Ramp Gates

The security gates leading to the ramp are located on the East and West sides of the property. To gain access to the ramp, Monarch Air clients are given the gate code by authorized personnel. This is the only entrance and exit clients are allowed to use. A Monarch Air employee must escort anyone entering the ramp for reasons other than maintenance, flight training, or aircraft rental. The gate code may change every quarter.

AOPA Airport Watch

AOPA has partnered with the Transportation Security Administration (TSA) to develop a nationwide Airport Watch Program that uses the more than 650,000 pilots as eyes and ears for observing and reporting suspicious activity. This helps general aviation keep our airports secure without needless and expensive security requirements. AOPA Airport Watch is supported by a centralized government provided toll-free hotline (1-866-GA-SECURE) and system for reporting and acting on the information provided by general aviation pilots. All employees will be familiar with this program. A brochure of the program can be found under the General Information section.

SECTION 4 – CFI DUTIES AND RESPONSIBILITIES

BUSINESS ETHICS AND CONDUCT

The successful business operation and reputation of Monarch Air are built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations and scrupulous regard for the highest standards of conduct and personal integrity.

Monarch Air's continued success depends upon our clients' trust, and we are dedicated to preserving that trust. Employees owe a duty to Monarch Air, its clients, and business partners to act in a way that will merit the continued trust and confidence of the public.

Monarch Air will comply with all applicable laws and regulations and expects its directors, officers, and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, based on high ethical principles, the use of sound judgment will guide you with respect to lines of acceptable conduct. Suppose a situation arises where it is difficult to determine the proper course of action. In that case, the matter should be discussed openly with your Chief Flight Instructor for advice and consultation.

Compliance with this policy of business ethics and conduct is the responsibility of every Monarch Air employee.

GENERAL DUTIES AND RESPONSIBILITIES

Each Flight Instructor reports directly to the Chief Flight Instructor and is responsible for the flight assignment's safe and efficient conduct. The duties and responsibilities of a Flight Instructor are as follows:

- Provide flight instruction for Part 61 and 141 clients according to the Cessna Training Syllabus.
- Continual review for adequate knowledge of the Standard Operating Procedures, FAA Regulations, Aircraft Flight Manuals, and the Cessna Training syllabuses.
- Maintaining and ensuring that all Part 61 and 141 client's folders are continually kept current with the most up-to-date documentation and contact information.
- Maintaining personal records of aeronautical experience in compliance with FAA Regulations. This includes, but is not limited to, flight certificates and medical certificates for the appropriate phase of flight instruction.
- Ensuring that the aircraft is pre-flighted, inspected, loaded, equipped, and manned for the flight training assignment.
- Ensuring the airplane is properly towed into position for taxi and, upon return, is safely secured into the parking spot.
- Prepares or supervises the flight plan's preparation considering such factors as altitude, terrain, weather, range, weight, cruise control data, airport facilities, and navigational aids.
- Operates aircraft safely and appropriately. At any time of uncertainty, the training event should be ceased or terminated until the event is corrected or ensured adequate compliance.

GENERAL CONDUCT

- To treat clients and fellow employees with the utmost respect and courtesy.
- To provide clients with an accurate assessment of their progress.

- To follow the Cessna Pilot Center approved syllabus.
- To document training using the Course Tracking Application (CTA) and its company's approved procedures in a timely and efficient manner.
- To review the client's training record, the syllabus of instruction, and ensure an efficient and enjoyable training plan for each flight is developed.
- To schedule adequate time for the pre-flight and post-flight briefings.
- To continually assess your proficiency and not perform or demonstrate maneuvers that are not approved to perform by the Chief Flight Instructor or maneuvers, one does not feel proficient in performing.
- Not to conduct maneuvers unless specified for a given course of training and a specific phase of training.
- To minimize the time an instructor spends flying the aircraft.
- Not to conduct flight instruction or for-hire operations for another company without prior written approval from Monarch Air's management. Personal flying is allowed.
- Not to discuss the client's training with anyone other than Monarch Air's Staff.
- To notify the Chief Flight Instructor and School Administrator of clients who have training problems or conflicts with myself or another staff member.
- To make the best effort in helping clients achieve their flying goals.
- To follow the guidelines prescribed in this document and the Monarch Air SPP/SOP.

DRESS CODE

Our clients judge our appearance and draw a level of professional standard from it. To that end, all Flight Instructors will wear their uniforms in a manner, which presents a professional, well-groomed, and clean appearance. Such items may include a clean-shaven face and groomed hair.

Shirts: The current Monarch Air navy or blue polo shirt tucked in. Previous shirt versions will still be allowed as long as they are in good shape with no fading in color and has no tears or holes. Long Johns or long sleeve t-shirts will not be allowed underneath the uniform polo shirt. Additionally, sweatshirts or non-Monarch Air pullovers are not permitted to be worn while inside the office. Monarch Air pullovers and Monarch Air long sleeve polos are available for purchase for those who would like them. Payment will be deducted from the subsequent paycheck.

Pants: Trousers or Dockers style pants in the standard khaki or black color. Corduroy, cargo pants, and athleisure pants (i.e., leggings, yoga/workout attire) are not permitted. Dress shoes are to be worn with pants. Open toe footwear such as flip flops or sandals is not allowed.

Shorts: Standard khaki or black chino shorts. Sporting shoes will be allowed when wearing shorts. Cargo or threaded shorts are not allowed.

DRUG AND ALCOHOL USE

Monarch Air desires to provide a drug-free, healthy, and safe workplace. To promote this goal, employees must report to work in appropriate mental and physical conditions to perform their jobs satisfactorily.

While on Monarch Air premises and while conducting business-related activities off Monarch Air premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Under the Drug-Free Workplace Act, an employee who performs work for a government contract or grant must notify Monarch Air of a criminal conviction for drug-related activity occurring in the workplace. The report must be made within five days of the conviction.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the Executive Office without fear of reprisal.

FAR 91.17 establishes Monarch Air's policy regarding alcohol consumption by Flight Instructors. FAR 91.17 reads in part:

No person may act or attempt to act as a crewmember of a civil aircraft:

- Within 8-hours after the consumption of any alcoholic beverage.
- While under the influence of alcohol.

FAR 91.17 prohibits acting or attempting to act as a crewmember of a civil aircraft "while using any drug that affects the person's faculties in any way contrary to safety."

PARKING

All flight instructors at Monarch Air offices will park their vehicles in the parking lot furthest from the main door leaving parking spots in the front of the building available for our clients.

TIME OFF

Flight instruction requires a great deal of dedication. It is equally important, however, to obtain sufficient rest to maintain a positive outlook. We encourage our instructors to take off two days a week, preferably weekdays. If an instructor wants more than the standard two days off, email notification must be submitted to the Chief Instructor and the School Administrator. The instructor must notify their clients, and arrangements must be made with another instructor to accommodate the client in their absence. Additionally, instructors must mark their schedule 'OFF' when they will be out of the office.

SCHEDULES

Instructors are required to keep their schedules current and up-to-date at all times. If an instructor is not flying and will be out of the office, they must mark their schedule 'OFF'. If the instructor does not want to be contacted during this time, then the 'OFF' time should be marked red in color.

OUTSIDE EMPLOYMENT / FLYING

Unfortunately, due to the liabilities in aviation, all outside, for-hire flying is prohibited unless approved by management. Once approved, a 'Notification of Intent to Fly Outside of Employment as a Flight Instructor' form must be completed and turned in to management before the flight. Any failure to abide by this rule may result in termination.

Employees may hold outside jobs as long as they meet their job's performance standards with Monarch Air. All employees will be judged by the same performance standards and subject to Monarch Air's scheduling demands, regardless of any existing outside work requirements.

Should Monarch Air determine that an employee's outside work interferes with their performance or the ability to meet Monarch Air's requirements as they are modified from time to time, the employee may be asked to terminate the outside employment if they wish to remain with Monarch Air.

Outside employment that constitutes a conflict of interest is prohibited. Employees may not receive any income or material gain from individuals outside Monarch Air for materials produced or services rendered while performing their jobs.

OPENING / CLOSING DUTIES

All instructors are required to participate in the opening or closing duties and front desk lunch shifts. These duties may be scheduled every month by management. Duty instructors may not schedule clients during this time. It is the instructor's responsibility to cover any conflict that may occur within these duty periods.

PAY PROGRAM

Please contact Human Resources/Controller for questions or concerns regarding pay and benefits.

BONUS PROGRAM

As an incentive to continue working hard with their clients, Flight Instructors can participate in a bonus program that involves specific accomplishments:

- Training Kit Sale: \$25 (Private and Instrument only)
- Check ride pass on the first attempt: \$25 (Private and Instrument only)
- Billable hours exceeding more than 90/month: \$100

To qualify for the bonus, the Flight Instructor must meet the following requirements:

- The Flight Instructor must always be on time for their client.
- Paperwork must be correct and complete throughout the entire training process, including all stage checks.
- The Flight Instructor must adhere to the general S.O.P.'s.

If any of the above qualifications are not met, the Flight Instructor loses the opportunity to receive a bonus for that client for the remainder of the training period. The Flight Instructor has the opportunity to attempt the bonus again should the client begin training for a subsequent rating. Bonuses will be paid on the first paycheck of the month after management approval. Please submit bonus information including date, invoice number, client name, and event type to Sar Goswami at sar@monarchair.com.

EMPLOYEE DISCOUNTS – GENERAL

Employees will receive 10% off all aircraft rentals. Due to the different price structures in the pilot shop, please see the administration for your employee price.

SAFETY PROGRAM & SAFETY MANAGEMENT SYSTEM (SMS)

Monarch Air has established a workplace safety program to assist in providing a safe and healthy work environment for employees, clients, and visitors and utilizes an online, secure, SMS program. This program is a top priority for Monarch Air. The President has responsibility for implementing, administering, monitoring and evaluating the safety program. Its success depends on the alertness and personal commitment of all.

Monarch Air provides information to employees about workplace safety and health issues through regular internal communication channels such as supervisor-employee meetings, the SMS, bulletin board postings, memos, or other written communications.

Some of the best safety improvement ideas come from employees. Those with ideas, concerns, or suggestions for improved safety in the workplace are encouraged to utilize the SMS, raise them with their supervisor, or with another supervisor or manager, or bring them to the President's attention. Reports and concerns about workplace safety issues may be made anonymously if the employee wishes. All reports can be made without fear of reprisal.

Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe conditions to the appropriate supervisor. Employees who violate safety standards, who cause hazardous or dangerous situations, fail to report, or where applicable, remedy such situations; may be subject to disciplinary action, up to and including termination of employment.

If accidents result in injury, regardless of how insignificant the injury may appear, employees should notify the President or the appropriate supervisor immediately. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

SMS Administrator

Monarch Air maintains an SMS Administrator, who also provides program training and manages user accounts to assist the President in overseeing the SMS and resolving posted issues. Any questions regarding the SMS should be directed to the President or SMS Administrator.

- Current SMS Administrator: Sarthak Goswami

DISCONTINUATION OF EMPLOYMENT / RESIGNATION

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- Resignation - voluntary employment termination initiated by an employee.
- Discharge - involuntary employment termination initiated by the organization.

Monarch Air will generally schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to Monarch Air, or return of Monarch Air-owned property. Suggestions, complaints, and questions can also be voiced.

Since employment with Monarch Air is based on mutual consent, both the employee and Monarch Air have the right to terminate employment at will, with or without cause, at any time. Employees will receive their final pay in accordance with applicable state law.

A resignation is a voluntary act initiated by the employee to terminate employment with Monarch Air. Although advance notice is not required, Monarch Air requests at least 2 weeks' written resignation notice from all employees. Prior to an employee's departure, an exit interview will be scheduled to discuss the reasons for resignation and the effect of the resignation on benefits. If an employee does not provide advance notice, the employee will be considered ineligible for rehire.

If an instructor gives a resignation, they must turn in a completed Client Placement Form, available on the staff portal, to the Chief Flight instructor within 24-hours of providing notice. The Chief Flight Instructor will review the form with the resigning CFI and make any necessary changes. Once the form has been approved, the resigning CFI will contact their clients to let them know who their replacement instructor will be. The resigning instructor will also brief the replacement CFIs on every client and their progress in the enrolled course. A check instructor must confirm that all clients' folders are complete and correct before transferring them to the new instructor in CTA.

In the event that a CFI is immediately discharged, a check instructor will make a list of all known clients of that CFI, and recommendations for client placement will be discussed by the check instructor and the Chief Flight Instructor. The Chief Flight Instructor will make the final decision, and the check instructor will contact the clients.

SECTION 5 – FLIGHT OPERATIONS

GENERAL INFORMATION

The Flight Operations section is designed to give additional guidance and policy to ensure effective and proficient operation at Monarch Air. All flight operations will be done in accordance with this section and the appropriate Cessna Pilot Center Syllabus. This section includes policies for both FAA Part 141 and Part 61 clients. In the event that the Chief Pilot is unavailable, please contact Sarthak Goswami for any information regarding flight training programs, 141 document signatures, or flight training issues. Any deviation or additions to these standards need to be approved in writing by Monarch Air management personnel.

FLIGHT SCHOOL REFERENCES

All quick reference materials are available online at www.monarchair.com > Staff portal > References. These documents are an aid to the staff in their day to day duties. Edits made to the documents will be notified via email. Instructors will keep themselves updated with any changes made to the materials within three (3) days.

FLIGHT PREPARATION

All instructors must be present and prepared with lesson plans, weather, etc. 15 minutes prior to any scheduled flight or ground lesson. The only exception would be a previous flight the hour before. Personal errands, lunch, etc., are not acceptable and are viewed as discourteous to the Client. Additionally, flight instructors must be present for all of their client's solo flights and check rides. If you are unable to be present, make appropriate arrangements with another flight instructor. This also includes notifying your client about the new arrangements.

GENERAL CLIENT PILOT LIMITATIONS

Removed from this document – now in the Safety Practices & Procedures / SOP document.

TSA CLIENT LIMITATIONS

All TSA clients, regardless of which program (61 or 141) they are using, will be subject to the restrictions of our 141 guidelines and course training syllabus. Any training taken outside of this program must be approved by the TSA administrator prior to it being scheduled. These clients require a "Final Approval" from the TSA, and the TSA Administrator will provide a copy of the email once it has been received. Any flight without this approval is strictly prohibited.

GROUND LESSONS

Ground lessons and flight briefings should take place in the ground training classroom and/or cubicles. **Lessons and briefings should NOT take place in a break area and/or while eating.** Please allow enough time for a thorough pre-and post-flight briefing of the lesson. Dedicated ground school sessions may be necessary for certain topics (i.e., cross-country planning, weather, airspace, etc.). Make sure your client brings the appropriate training aids for the lesson.

DUAL TRAINING FLIGHTS

Only the instructor and client are allowed in the aircraft on all dual flights unless they have approval from the Chief or Assistant Chief Instructor. The only exception to this rule is that a single additional Monarch Air flight student may ride in the backseat during Dual Training flights provided that the following restrictions are observed:

- Both the client receiving dual instruction and the client's instructor must agree to have the observer accompany them on the flight.
- The client receiving dual instruction must have already soloed.
- No maneuvers are to be performed that requires the aircraft to be in the Utility category.
- The observer must be an active Flight Student in Monarch Aviation's pilot program.
- Both the client receiving instruction and the observer agree to maintain "sterile cockpit" communication procedures by limiting all conversation to only that necessary to the operation of the aircraft during critical phases of the flight, such as takeoff, approach, landing, and at any other times deemed appropriate by the instructor. The instructor, before the flight, will brief this procedure of limited communication.

COMPLEX AIRCRAFT

No touch and goes are permitted in any complex aircraft with the retractable landing gear. Full stops and taxi back must be done.

CLIENT BILLING

Flight Instructors will bill their time for the pre-flight briefing, post-flight briefing, and any other ground training. This billing procedure will apply to new clients and existing clients currently enrolled and beginning a subsequent rating.

Please be professional in your billing. We recommend documenting the time spent with each client brief on their lesson plan. This will show the client that you are accurately tracking the time. Please be sure to bill only the time you are with the client. We cannot bill for time if you are not by the client's side teaching – i.e., such as breaks, phone calls, etc.

Please continue to use your professional judgment on billing any late client for your scheduled training event. At no time is a CFI authorized to allow a flight student to carry a debit balance owing to Monarch Air. International clients are expected to maintain credit balances and make deposits as their credit balance dips below \$1,000. Domestic clients may maintain credit balances or pay as they go. Under no circumstances is Monarch Air the bank extending credit for a client.

Payments are taken via the Square Terminal located at the front desk. Clients are required to bring a physical card to make a credit card payment. The only time permitted to use "Card on File" is if the client is not present, such as invoicing a flight that returns after-hours. You will need to locate the client's folder for the credit card information and the CC authorization form.

No exceptions, unless so instructed by Ray Sawtelle, Trey Sawtelle, or Gordon Fogg.

DEPOSITS

Any client planning to take an aircraft after closing hours, all day, or overnight must have a payment arrangement in place before departure. Such arrangements may be a signed credit card imprint, cash, or an account with

sufficient credit to support the flight. The deposits are stored in cash till below the tray. Certain clients may have credit card numbers in the information section of their account in TFBO.

If a client requests to have an after-hours flight paid for by someone other than the renter, please tell them that we cannot accommodate such a request, and the aircraft renter must pay for any after-hours flight. Additionally, should a client have multiple credit cards on file, they are responsible for leaving written instructions on which credit card should be charged for an after-hours flight.

PILOT DATA SHEETS

All renters and clients are required to have a Pilot Data Sheet on file. Pilot Data sheets need to be completed before any aircraft checkout or flight lesson; the only exception is Discovery Flights. When receiving the completed Pilot Data Sheet, verify that all of the information is complete and signed. A copy of the client's Passport or Birth Certificate, as well as their driver's license, pilot certificate, medical certificate, and Credit Card Authorization form, should also be attached. Complete the Office section of the Pilot Datasheet with the individual, and then enter all information into TFBO.

DISPATCHING

Before releasing any flight, make sure that the renter has been checked-out in the aircraft. A renter's aircraft checkout status can be confirmed by accessing their pilot records from TFBO or by their Pilot Data Sheet. Update any "Warning Message" as necessary or prompted by TFBO. A renter may not be dispatched with any TFBO exceptions. When releasing the aircraft, confirm with the renter as to the time they are expected to be due back. Check the aircraft book upon return for the keys, checklist, and any squawks that may have occurred during the flight.

TFBO DISPATCH EXCEPTIONS

The dispatching module in TFBO is an integral process that automatically checks aircraft maintenance records and pilot records for any items that may have a compliance issue for the proposed flight. Any dispatching exceptions that flag during the dispatch process must be reviewed and addressed as necessary before releasing the aircraft for flight.

Maintenance exceptions that are airworthy issues such as 100 HRs and AD's and pilot currency exceptions are required to be updated in TFBO before the dispatch is processed, and the aircraft is released for flight. "Ignore Exceptions and Dispatch Flight" is not an acceptable resolution on these items and is not permitted for these exceptions.

A "(Grounding)" note is added to the warning exceptions that need to be updated before the release of a flight and cannot be ignored. Reminders that do not display "(Grounding)" to the warning message could be ignored to dispatch a flight. If unsure, contact Robert Johnson for clarification.

AFTER-HOURS DISPATCHING

After business hours, any flights will need to be coordinated by the closing instructor or front desk team member. For any after-hours flying, the renter must have an available credit balance on the account to cover the flight or a credit card on file. If possible, it is preferred that the renter pick up the airplane binder before the official closing time.

However, in the event that this cannot be arranged, the closing team member will dispatch the aircraft in TFBO and place the 'Rental Dispatch Checkout Form' in the aircraft book. The book will need to be delivered to the front counter personnel at Million Air FBO (ADS). The renter will proceed to the FBO to pick up the key. The aircraft renter will be required to show an appropriate ID that will need to match the pilot's name on the 'Rental Dispatch Checkout Form' to receive the book. After the flight, the renter will lock the aircraft and slide the aircraft binder through the hanger doors' gap. The following morning, the opening front desk personnel will invoice the flight from the night before.

AIRCRAFT CHECKLISTS

All training aircraft are equipped with the Monarch Air aircraft checklist. These checklists will be the standard checklist for our aircraft.

All checklists will be left in the aircraft or kept in the dispatch binder. Please verify that the checklists are in the aircraft on each pre-flight. Please report any missing checklists immediately to management. Checklists must be tracked down and located in the event it is not returned.

DISCOVERY FLIGHTS (Additional Operations Information)

The following is an outline on how to conduct a Discovery Flight:

- Tasks to be completed before the Client's arrival: check the cleanliness of the aircraft, adjust the seats to the highest vertical position (it is easier to adjust the seat to a lower setting with a client in the aircraft), adjust the air vents to have maximum airflow on the client, and thoroughly pre-flight the aircraft.
- A maximum of 2-hours block time should be scheduled for the Discovery Flight, while only 1 flight hour will be flown based on the Hobbs time.
- Conduct the pre-flight with the client to demonstrate our commitment to safety. Conducting the pre-flight together is not meant as a training event on the walk-around, however, be sure to point out the aircraft's highlights to include basic knowledge required of the first flight lesson.
- Do not use excessive technical information and/or aviation terms. Be relatable to the client's interests in flying.
- Do not focus on the checklist, although, you may allow the client to execute the switches as the instructor reads through the checklist. Allow the client to start the aircraft with instructor supervision.
- Demonstrate the fun, ease, and comfort of flying.
- Some points of interest may be showing them their home from the air, and/or flying over some of the nearby area lakes.
- Explain the traffic pattern or ATC procedures briefly, but only to show that flying is organized, orderly, and safe. Explain that radio communications can be intimidating to new clients, but they are easily mastered during training. Allow the client to make the call to ground control for taxi.
- Keep in mind that the Discovery Flight is not a Training Flight, but rather a Sales Flight to sell prospective clients on learning to fly. The flight should still be conducted as a limited flight lesson so that the client experiences taxi, takeoff, and flying for the majority of the flight. On the return to base, engage the autopilot and allow the client to utilize the mode select keys to control the aircraft. This an excellent time to discuss the Cessna Pilot Kit and "pump up" the client to start training. Remember to make the flight enjoyable. Be sure to share your excitement along with the client.

The following maneuvers are not permitted on Discovery Flights:

- Touch and goes
- Aggressive maneuvers

AERIAL PHOTOGRAPHY FLIGHTS

Monarch Air does not offer or allow any aerial photography flights per the FARs.

AIRCRAFT CHECKOUTS (For Instruction)

Management will approve all aircraft qualification checkouts for instruction. Any instructor requesting to be checked out for the following aircraft must submit an 'Aircraft Qualification Request' form for approval. All initial qualification flights will be done with a Check Instructor. If necessary, a Check Instructor may delegate the qualification flight to a line CFI. Instructor minimums for specific aircraft training are as follows:

- **C-172S G1000:** Nav III ground school, aircraft written test, and check out flight with a Check Instructor
- **BE-76:** 700 TT & 50 MEL, written test and checkout flight with a Check Instructor

AIRCRAFT CHECKOUTS (Renters)

The following is a guideline, which should be accomplished for every client receiving an aircraft checkout for rental. All of the items must be completed before the client rents any aircraft on his/her own.

Before the flight

- Using the "Renter Checklist" have the client complete a Pilot Data Sheet and include a copy of their Passport or Birth Certificate as well as their driver's license, pilot certificate, medical certificate, and Credit Card Authorization form. Ensure that the Pilot Data Sheet is filled out correctly, along with the appropriate signatures and initials. If a client already has a Pilot Data Sheet on file, then verify that all information is correct and the appropriate paperwork is attached and up to date.
- Every client must have a valid credit card on file. Ensure that a Credit Card Authorization Form is filled out entirely and make a clear copy of the credit card's front and back.
- Verify that the client's pilot qualifications (minimum of 5-hours G1000) and currency meet the aircraft's insurance minimums. The client's logbook must be presented to verify any insurance minimums requiring flight time qualifications. Unless approved by management, all renters must meet the open pilot insurance minimums listed on the Aircraft Rental Price Sheet.
- Review with the renter Monarch Air's policies and procedures of aircraft rental. The 'Know Before You Go' sheet will help guide you in covering all of these policies and procedures.
- The following is required for individuals that would like to leave a deposit on their account for flying:
 - Cash Deposit - Minimum amount to open a cash deposit is \$500.00
 - Credit Card Deposit - Make an imprint or copy of the credit card along with their signature.

Aircraft checkout

- All checkouts should consist of ground and flight portions. Each client should be given a review of the aircraft systems, operations of the avionics equipment, and any special procedures on specific aircraft.
- The flight portion of the checkout's primary goal is to ensure that the client operates the aircraft safely and proficiently. The checkout should not be approached with a pass or fail objective, and if necessary, train the client to proficiency.

- If the aircraft insurance minimums require an Instrument Rating, and if the instructor deems necessary for evaluation or training, then the client will need to perform an ILS or a non-precision approach to standards.
- Checkouts in multi-engine aircraft require the client to perform single-engine operations. Once again, if the instructor deems it necessary for evaluation or training, the client will need to perform a single-engine ILS or a single-engine non-precision approach to standards.
- If the aircraft has retractable gear, then the client will need to perform a manual gear extension.
- The client should also be trained on the aircraft's avionics' operation, such as the flight director, G.P.S., and autopilot.
- The client must be made familiar with the aircraft parking and towing procedures on the ramp.

After the flight

Complete the Aircraft Checkout section on the Pilot Data Sheet. Initial and date the appropriate fields for the aircraft checkout. If the client already has an account set up, update the Aircraft Checkout section in the TFBO. Establish the client or update their account information on the Online Scheduling software.

AIRBAG SEATBELT SYSTEMS – G1000 AIRCRAFT

Do not fasten the seatbelts unless the seat is occupied in any G1000 equipped Cessna aircraft. Fastening the seatbelt will arm the airbags. Do not secure and leave the aircraft with the seatbelts fastened for this reason.

AIRCRAFT HOUR MINIMUMS

All Monarch Air aircraft have daily hour minimums. The hours are in effect anytime a client rents an aircraft for the whole day. If the individual takes the aircraft after 4:00 pm or returns before 10:00 am, then the minimums do not apply for that day. Any shortage of hours required will be charged after the flight, carry forward or credit for un-flown hours will not be allowed. Confirm with all renters of the required minimums before they leave with the aircraft.

The daily hour minimums for the majority of aircraft are 4-hours/day for any day of the week. If a renter does not believe their itinerary will produce enough hours to be compliant, then please see management for a possible waiver of daily minimums for their flight. We will review their itinerary and schedule. Daily hour minimums may change based on aircraft demand and time of year; see management for details.

CESSNA PILOT CENTER ENROLLMENT PROCEDURES

All new clients will be enrolled in the CPC 141 Program. An enrollment checklist is available on the Monarch Air Staff Portal website under “References” or at the front desk. Instructors will use the checklist as a guide to gathering all the required information from the client. Once the checklist is complete, instructors will see the Chief or Assistant Chief to complete the enrollment process. The Chief or Assistant Chief must finalize the enrollment documents before any flight training may occur. All Cessna kits will be registered when sold.

- **Part 141** - Clients who buy the CPC kit must be enrolled in the CPC Part 141 course. Instructors must follow the CPC part 141 syllabus and maintain a record of each training lesson in the client's training folder by signing and dating the CPC's training packages.
- **Part 61** - Clients who buy the CPC kit must be enrolled in the CPC Part 61 course. Instructors

must follow the CPC part 61 syllabus and maintain a record of each training lesson in the client's training folder by signing and dating the training packages provided by the CPC. Clients who have already acquired a large portion of their flight training hours and wish to complete their training at Monarch Air are also considered part 61 clients and are not required to buy the CPC kit.

Instructors must follow the CPC part 61 syllabus to complete the remaining lessons that client needs to receive a rating or certificate and maintain a record of each training lesson in the client's training folder. Part 61 lesson logs are available upstairs near the filing cabinet, or at the front desk; both the instructor and client must sign the training record before it is placed in the training folder.

BFR /IPC TRAINING

Biennial Flight Reviews / Instrument Proficiency Checks can be conducted by any flight instructor with the proper qualifications. In addition to the endorsements and signoffs per the FARs, the following will be completed for Monarch Air record keeping:

- The flight instructor will fill out the appropriate Monarch Air BFR or IPC form.
- Attach the completed BFR/IPC form to the client's Pilot Datasheet.
- Update the client's Pilot Information in TFBO to the current BFR/IPC date.

SCHEDULING & CANCELLATION

The schedule is our only record of flights. You must make accurate entries to ensure a smooth and efficient operation. If an instructor schedules a flight for another instructor, the scheduling instructor's initials should be included in the comments section. If a flight is cancelled, update the schedule appropriately by deleting the aircraft but leaving the reservation on the instructor side with a note under the comments section and changing the type to "Internal use only." The front desk will contact the instructor if the flight was scheduled to take place that day.

All client solo flights will be scheduled through their Flight Instructor. All routine training flights should be scheduled for a 2.5-hour block. This block of time allows a pre-flight briefing, pre-flight, flight, and post-flight briefing.

MOVEMENT OF AIRCRAFT IN THE HANGAR

Any aircraft moved in or out of the hanger, or aircraft larger than a twin Cessna being moved on the ramp will have personnel on each wing. The wing walkers will ensure that adequate clearance will be maintained. No aircraft under these above conditions will be moved without the appropriate personnel.

SMOKING

Smoking is allowed in the designated smoking area on the northeast side of the building. Smoking on the ramp or near any aircraft is strictly prohibited.

STERILE COCKPIT PROCEDURES

With runway incursions and air traffic on the continual increase, all conversation during a flight-training event must be limited to the appropriateness of the lesson.

STAGE / PROGRESS CHECK SCHEDULING

The following guidance should be utilized when scheduling all stage checks. Before a client may go on a Stage/Progress Check, the instructor must ensure that:

- All lesson plans in the client's training record are dated and signed by both the instructor and the client.
- The computer training record (CTA) and the hard copy training record, (e.g. pre-solo exam) reflect that the client is eligible for the check by confirming all required ground and flight lessons are completed.

Stage/Progress checks will be scheduled and coordinated by the Chief, Assistant Chief, or Check Instructor who will:

- Assign a Check Instructor for the stage check
- Ensure that the stage check takes place in a timely fashion.

When a client needs a stage check, the client's instructors will note the following in the scheduling reservation:

- Client's Name & Phone Number
- Stage check desired (PVT 10.5, INST 7, etc.)
- Part 141 or 61
- NAV-II or G1000

After the stage check, the check instructor will report to the client's instructor with the results (passed or failed), and make an entry in the Stage Check Log in the training folder or reschedule due to bad weather or other reason.

In Schedule Pointe when scheduling all Stage/Progress Checks:

- Use the dark green color code by selecting "Stage Check" from the Schedule Type drop-down menu.
- In the Comment Box, include the instructor's name, course, and lesson number.

The following are guidelines for scheduling Stage/Progress Checks for each course:

Private

- **Phase 2 check:** 2-Hour Flight.
- **Phase 5 check:** 2.5-Hour Flight. Pre-solo exam must be completed.
- **Phase 7 check:** 3-Hour Flight plus 1-Hour Ground.
 - The flight will be approximately 1.5 – 1.8-hours. This will allow extra time in case the client becomes lost during the diversion. Follow the CTA syllabus for flight planning.
 - Client must demonstrate proper usage of pilotage, dead reckoning, & radio navigation (VOR & GPS) using "pen & paper" techniques. No tablets / EFB.
 - The client should be proficient at manual / "whiz-wheel" E6B or Approved Electronic E6B and plotter.
 - Have the FAA Knowledge Exam completed.
- **End of Course:** 3-Hour Ground, 3-Hour Flight.
 - This time also includes graduation paperwork.
 - The flight will be about 1.5 – 1.8-hours.
 - Plan Cross Country for the selected examiner.

Instrument

- **Phase 2A check:** 2-Hour Flight.
- **Phase 4A check:** 2-Hour Flight.
- **Phase 6A check:** 0.5-Hour Ground, 2-Hour Flight and have the FAA Knowledge Exam completed.
- **End of Course (Phase 8A) check:** 3-Hour Ground, 3-Hour Flight
 - This time also includes graduation paperwork.
 - The flight will be about 1.5 – 1.8-hours.
 - Plan Cross Country for the selected examiner.

Commercial

- **Lesson 10:** 4-Hour Flight.
 - A cross country must be planned to an airport at least 100nm away.
- **Lesson 15:** 3-Hour Flight.
 - A cross country must be planned to an airport at least 50nm away.
- **Lesson 18:** 2-Hour Flight and have the FAA Knowledge Exam completed.
- **End of Course:** 3-Hour Flight plus 3-Hour Ground
 - This time also includes graduation paperwork.
 - The flight will be about 2.0 – 2.5-hours.
 - Plan Cross Country for the selected examiner.

Private – Multi Add-On

- **Lesson 3:** 2-Hour Flight.
- **Final Stage Check:** 3-Hour Flight plus 2-Hour Ground.
 - The flight will be about 1.5 – 1.8-hours

Commercial – Multi Add-On

- **Lesson 3:** 2-Hour Flight.
- **Lesson 6:** 2-Hour Flight and have the FAA Knowledge Exam completed.
- **End of Course:** 3-Hour Flight plus 3-Hour Ground.
 - This time also includes graduation paperwork.
 - The flight will be about 1.5 – 1.8-hours.
 - Plan Cross Country for the selected examiner.
 - Have the FAA Knowledge Exam completed.

RECORD KEEPING**Electronic Recordkeeping System**

Monarch Air maintains electronic training records for its clients through the CTA software. There are two processes for Electronic Signature.

- The CTA website allows for recording of airplane training records and provides the Instructor and Client with the ability to enter their unique password known only to them, to act as a digital signature, to affix to specific records of training.

- The CTA companion App allows for recording airplane training records and provides the Instructor and Client with the ability to use a finger to simulate a handwritten signature, which affixes to a specific training record that is detailed on the app.

Private Certificate

- Part 141: use Cessna Kit / C.T.A.
- Part 61: use Cessna Kit / C.T.A.
 - If the client is relatively late in their training, take special care to keep their logbook up-to-date and accurate. Fill out “Monarch Air training Record – Part 61” form and put it in the client’s training folder. The Chief Flight Instructor must approve these clients to by-pass the Cessna Kit/CTA requirement. Include the following information on the record:
 1. Ground school topics covered
 2. Flight maneuvers covered
 3. Any comments
 4. Signature and date from both the CFI and the client

Instrument, Commercial, and Multi-Engine:

- Part 141: use the Cessna Kit / C.T.A.
- Part 61: same procedures as listed for Private Certificates

Tips:

- Remember to add endorsements (especially student pilot endorsements) in CTA.
- Keep training folders in the locked file cabinet. Do not keep the training folders at the front counter or in your mailbox.
- All folders must be presented and approved by the Chief Pilot 48 hours before any check-rides being scheduled.
- Verify all TSA and/or proof of US citizenship documents before training

CHECK RIDE SCHEDULING

The School Administrator is the primary point of contact for scheduling the check rides. Instructors are required to submit the Check-ride Notification Form to the school administrator and the chief instructor. The School Administrator will contact the examiner and schedule the check-ride unless otherwise delegated to any particular instructor when necessary. If the check ride is at ADS, the airplane should not be scheduled for the entire day or more than three (3) hours. The airplane could be scheduled for the necessary time if the check ride is at other location than of ADS.

Maintenance Release

To ensure timely and appropriate paperwork for the client’s check-ride, please send an email to checkride@monarchair.com at least 48 business hours before the date of the check-ride. The following details must be included:

- Check-ride Date
- Client’s Name
- Flight Instructor’s Name

- DPE's Name
- Place of Check-ride
- Aircraft to be used.
- Maintenance release and/or maintenance log book required. (one or both)

Once the email is received, a maintenance release will be sent to the flight instructor's email (a printed copy is also available), and arrangements will be made should the MX logbook be needed. The flight instructor's responsibility is to verify that the client is scheduled for a check-ride with proper documentation.

SECTION 6 – TSA REQUIREMENTS

The TSA has issued regulations that require flight schools to verify students' proof of US citizenship or assure that the student has TSA approval to begin training. Employees should be aware of the TSA requirements for new clients obtaining flight training:

US CITIZENS

Evidence of US citizenship must be shown by one of the following:

- Valid, unexpired US passport.
- Original birth certificate of the United States, American Samoa, Swains Island, and government-issued picture ID.
- Original certification of birth abroad with raised seal (Form FS-545 or DS-1350) and government issued picture ID.
- Original certificate of US citizenship with raised seal (Form N-560 or N-561), or a Certificate of Repatriation (Form N-581), and government-issued picture ID.
- Original US Naturalization Certificate with raised seal (Form N-550 or N-570) and a government issued picture ID.

Once US citizenship has been verified, the instructor must endorse the client's logbook with the following:

"I certify that [insert student's name] has presented me a [insert type of document presented, such as a US birth certificate or US passport, and the relevant control or sequential number on the document, if any] establishing that [he or she] is a US citizen or national in accordance with 49 CFR 1552.3(h). [Insert date and instructor's signature and CFI number.]"

ALIENS (FOREIGN CITIZENS)

TSA defines an alien as any person who is not a citizen or national of the United States. This definition includes resident aliens (green-card holders) and visa holders in the United States. Any alien wanting to begin flight training must follow the TSA procedure.

The following documentation must be collected prior to the student's first flight:

- Copy of valid, unexpired visa or permanent resident card
- Copy of passport – valid, unexpired (must include photo and signature)
- Copy of I-20, if Monarch Air sponsored visa (if applicable)
- Copy of I-94 (Received at Port of Entry into the US)
- Copy of driver's license (if applicable)
- Copy of US medical certificate/pilot certificate
- Copy of any foreign pilot certificate
- Copy of any foreign medical certificate
- Copy of candidate's online application sent to AFSP
- Copy of final AFSP approval
- Copy of receipt confirming that the candidate paid the AFSP processing fees
- Copy of photograph that was sent to AFSP

Please use this checklist along with help from the company TSA administrator to ensure all documentation is completed properly

EXEMPTIONS

The TSA has interpreted the definition of "recurrent training" NOT to include any flight review, proficiency check, or other checks whose purpose is to review rules, maneuvers, or procedures or demonstrate a pilot's existing skills. Therefore, aliens are not required to participate in the AFSP and undergo a security threat assessment if they are seeking recurrent training, such as a flight review, instrument proficiency check, ground training, or flight training listed under 14 CFR 61.31;

Those holding a visitor's visa can only engage in training that is recreational (private pilot). Any training, in addition to obtaining a private pilot's license, will require an M-1 visa issued by Monarch Air.

An excellent guide for information concerning the TSA's Alien Flight Training/Citizenship Validation Rule can be found at the following link:

http://www.aopa.org/tsa_rule/

See 14 CFR Part 1552 for additional regulations on foreign student training.

SECTION 7 – M-1 STUDENTS

Monarch Air is an approved facility that can issue the M-1 Visa. This allows our facility to train international students that are in the country for the sole purpose of acquiring a pilot's license at Monarch Air. Anyone inquiring about obtaining this visa must fill out the student enrollment form located on the Monarch Air website. Contact the School Administrator for further information.

M-1 STUDENT REQUIREMENTS

Documentation M-1 students must keep the following documents with them during flight training:

- I-20
- Passport
- I-94
- Visa

STATUS

International students who receive an M1 visa must maintain active M-1 status by obtaining a minimum of 18-clock hours/week of flight training or ground school. This is not a soft number; it is a minimum requirement set by SEVIS. Weather is not considered a suitable reason not to train because we can use the simulator or teach ground lessons.

According to the SEVIS regulations, any M1 student pilot not meeting this requirement will have to be terminated for failure to maintain full-time status requiring them to leave the US immediately.



Federal Bureau of Investigation TRIPWIRE PROGRAM



Potential Indicators of Terrorist/Criminal Activity Related to Students at Flight Schools

Each indicator listed may be, by itself, lawful conduct/behavior and may also constitute the exercise of rights guaranteed by the U.S. Constitution. There may be a wholly innocent explanation for the conduct/behavior that appears suspicious in nature. A totality of behavioral indicators and other relevant circumstances should be evaluated when considering law enforcement notification/response. If determined that conduct/behavior is, in fact, suspicious, law enforcement professionals should further examine the circumstances. No single indicator should be the sole basis for law enforcement action.

Speech, Actions, Beliefs, Appearances, or Way of Life does not, in and of itself, equate to a suspicious individual.

POTENTIAL INDICATORS

Students Who Are:

- Overly concerned as to whether their application requires a background investigation.
- Vague with verbal answers or when filling out paperwork.
- Interested in flying over sensitive locations or critical infrastructure (e.g., nuclear facilities, power plants, dams).
- Asking questions that do not seem relevant to the instruction.
- Interested in only one part of training or emphasize a desire to accelerate the completion of training.
- Attempting to pay full tuition with cash only.
- Reluctant to reveal details of sponsor or financial support.
- Perspiring excessively, excessive nervous energy beyond expected learner's jitters or easily agitated.
- Bypassing school or airport security procedures.
- Displaying any other activity that appears inconsistent with the intent to obtain full certification.

Be Alert To:

- Transient aircraft with unusual or unauthorized modifications (e.g., tape over the aircraft registration numbers, unusual adjustments to strengthen the wheel wells).

Be Alert To:

- Loitering by unknown persons for extended periods with no specific reason to be there (e.g, in pilot's lounge, by aircraft).
- Pilots who appear to be under the control of another person.
- Persons wishing to rent an aircraft without presenting valid flight or medical certificates or identification.
- Persons who present seemingly valid flight or medical certificates but who do not display a corresponding level of aviation knowledge.
- Persons who seem unfamiliar with aviation procedures trying to rent an aircraft.
- Any pilot who makes threats, or statements inconsistent with normal uses of aircraft.
- Events or circumstances that do not fit the pattern of lawful, normal activity at an airport or a flight school.
- Persons trying to access an aircraft through force (e.g., without keys, using a tool or makeshift pry bar to enter an aircraft).
- Unfamiliar persons on the flight line.
- Dangerous cargo or loads being loaded onto an aircraft.
- Vehicles parked near an airport perimeter fence, especially for extended periods.

1-855-TELL-FBI (1-855-835-5324) or <https://tips.fbi.gov>

FBI DIVISION // PHONE NUMBER // EMAIL

ACTION

Don't assume suspicious behaviors have already been reported. Report your observations, even if others may have witnessed the same concerning behaviors.

Be part of the solution...

- ❖ Report suspicious activity to the General Aviation Hotline at 866-GA-SECURE (866-427-3287) or the Transportation Security Operations Center (TSOC) at 703-563-3240. Both are manned 24 hours a day, 7 days a week.
- ❖ Complete the Department of Homeland Security (DHS) online course, "Flight School Security Awareness (FSSA) Training."
- ❖ Establish a contact at the flight school or airport (e.g., security or airport manager) for easy reporting of suspicious activities.
- ❖ Require valid ID from all students, employees, customers and visitors if consistent with applicable state and federal law.
- ❖ Educate flight school and airport personnel about indicators of terrorist activities.
- ❖ Work with local law enforcement to ensure that the airport perimeter is patrolled.
- ❖ Watch for people and actions that are out of place.
- ❖ Make note of suspicious statements, people, and/or vehicles.
- ❖ When contacting the FBI Tip Line (1-855-TELL-FBI or <https://tips.fbi.gov>), please reference Tripwire.

You know your business and environment.

If something seems wrong, notify law enforcement authorities as soon as possible.

Do not jeopardize your safety or the safety of others

THIS DOCUMENT, IN WHOLE OR PART, MAY NOT BE REWRITTEN, POSTED ON THE INTERNET, OR GIVEN TO ANY OTHER PUBLIC OR PRIVATE ENTITY WITHOUT PRIOR WRITTEN APPROVAL FROM THE FBI TRIPWIRE PROGRAM. CONTACT FBITRIPWIRE@FBI.GOV FOR APPROVAL.



Federal Bureau of Investigation TRIPWIRE PROGRAM



Potential Indicators of Terrorist/Criminal Activity

Related to Commercial Flight Simulator Access for Pilot Training

Each indicator listed may be, by itself, lawful conduct/behavior and may also constitute the exercise of rights guaranteed by the U.S. Constitution. There may be a wholly innocent explanation for the conduct/behavior that appears suspicious in nature. A totality of behavioral indicators and other relevant circumstances should be evaluated when considering law enforcement notification/response. If determined that conduct/behavior is, in fact, suspicious, law enforcement professionals should further examine the circumstances. No single indicator should be the sole basis for law enforcement action.

Speech, Actions, Beliefs, Appearances, or Way of Life does not, in and of itself, equate to a suspicious individual.

POTENTIAL INDICATORS

People Who:

- Make threatening comments and/or threats of violence against the US or individuals.
- Have a history of criminal activity and arrests.
- Have aviation knowledge inconsistent with alleged/reported flight experience.
- Do not have a pilot's license.
- Request for specific or specialty simulator routes or instructions that are inconsistent with commercial flight (e.g. flying low altitude, disabling transponders in-flight, disabling cockpit door lockout procedures).
- Wear a crew member uniform or possess employee credentials for an airline not listed on their resume.
- Wear a crew member uniform of an airline without corroborating credentials.
- Are unfamiliar with aviation terms or flight controls.
- Are students who emphasize desire to accelerate completion of training.
- Seek to pay cash for flight simulator sessions.
- Are not affiliated with an airline, flight school, or known flight instructor.
- Have flight hours and/or resume inconsistencies.
- Have minimal flight experience in any type of aircraft.
- Have minimal experience in similar flight simulator.
- Make threats, coercion, or attempts to bribe trainers for certifications.
- Claim they are seeking flight simulator sessions to deal with fear of flying.
- Significantly alter appearance from photo ID presented (shaving beard, hair color, style of dress).
- Have burns on hands or body, chemical bleaching of skin.
- Exhibit nervous or secretive behavior such as sweating, avoiding eye contact.
- Had training sponsored by groups or agencies not normally associated with flying.

1-855-TELL-FBI (1-855-835-5324) or <https://tips.fbi.gov>

FBI DIVISION // PHONE NUMBER // EMAIL

ACTION

Don't assume suspicious behaviors have already been reported. Report your observations, even if others may have witnessed the same concerning behaviors.

Be part of the solution...

- ❖ Require valid ID from all individuals seeking flight simulator sessions if consistent with applicable state and federal law.
- ❖ Verify training request documentation.
- ❖ Make note of suspicious statements, people, and/or vehicles.
- ❖ If something seems wrong, notify law enforcement authorities.
- ❖ Maintain appropriate records of training sessions, employment, and dismissal.

You know your business and environment. If something seems wrong, notify law enforcement authorities as soon as possible.

Do not jeopardize your safety or the safety of others

THIS DOCUMENT, IN WHOLE OR PART, MAY NOT BE REWRITTEN, POSTED ON THE INTERNET, OR GIVEN TO ANY OTHER PUBLIC OR PRIVATE ENTITY WITHOUT PRIOR WRITTEN APPROVAL FROM THE FEDERAL BUREAU OF INVESTIGATION/NJTTF-NATIONAL TRIPWIRE PROGRAM.

12/23/2016

EMPLOYEE ACKNOWLEDGEMENT FORM

The Flight Instructor Manual (FIM) describes important information about Monarch Air, and I understand that I should consult the School Administrator and/or Chief Flight Instructor regarding any questions not answered in the FIM.

Since the information, policies, and benefits described here are subject to change; I acknowledge that revisions to the FIM may occur. I further understand that revised information may supersede, modify, or eliminate existing policies. Only the President of Monarch Air has the ability to adopt any revisions to the policies in this FIM.

I have received the FIM, and I understand that it is my responsibility to read and comply with the policies contained herein, as well as any revisions made to it.

EMPLOYEE'S NAME (printed): _____

EMPLOYEE'S SIGNATURE: _____

DATE: _____