



Flight Safety Foundation Ltd
Basic Aviation Risk Standard (BARS) Program
Audit Company Recruitment
Conditions of Application

“Pursuing the continuous improvement of global aviation safety and the prevention of accidents”

Contents

1.	Introduction	2
2.	Flight Safety Foundation BARS Program Background.....	4
3.	AC Recruitment Process Description	4
4.	Initial Application – Required Information	6
5.	Conditions of Application	7
6.	Information Pack.....	8
7.	Annexures	9

1. Introduction

- 1.1. This Document is to introduce the BARS Program for prospective Audit Company applicants and outline the Audit Company selection and recruitment process. The Conditions of Application outline policies used by the Foundation to ensure a rigorous, fair and equitable process is utilised to determine the resultant successful applicants.
- 1.2. BARS documents valid at the time of producing this document are:
 - BARS Procedures Manual Ver 8.0 dated July 2020;
 - BARS Auditor Guide Ver 5 dated July 2020; and
 - BAR Standard Version 8, dated May 2020.
- 1.3. This Condition-of-Application is Version 1.0 dated 07 June 2021.

Definitions and terms used in this document:

Applicant Company	The business entity wishing to apply for registration as a Registered BARS Audit Company.
Application process	The process by which FSF Ltd will invite application, determine a shortlist, review submitted Response Schedules and offer a number of Applicants a BARS Audit Company Agreement.
Response Schedule	A Secondary Full Application that will be submitted by shortlisted Applicant Companies and duly signed by the Accountable Manager for the Applicant Company. Includes all Addenda supporting the Response Schedule.
AC	A registered BARS Audit Company. The organisation has completed the onboarding process and is authorised to deliver BARS Audits to operators joining or renewing their BARS Registration.
AAC	Auditor Accreditation Course. The AAC is the entry training required for all BARS Auditor Candidates prior to participating in the BARS Program. It is also provided to Observers from Audit Company support staff, BARS Member Organisations and regulatory authorities for deeper education on the BARS Program.
BPO	BARS Program Office. The office established by Flight Safety Foundation Ltd charged with the responsibility of delivering the BARS Program and overseeing the day-to-day operations of the 4 elements of the Program.
FSF Ltd	Flight Safety Foundation Limited. Australian entity which is a subsidiary of the Flight Safety Foundation Incorporated
FSF Inc	Flight Safety Foundation Incorporated based in Alexandria, Virginia, USA.
BMO	BARS Member Organisation. A subscribed company who uses the BAR Standard and supporting Audit and Registration Program as a part of their assurance process for the oversight of contracted aviation.

2. Flight Safety Foundation BARS Program Background

- 2.1. The Flight Safety Foundation Inc has proudly served the aviation community for nearly 75 years independently advocating on matters and initiatives of safety. The Foundation's advice to industry is Independent, International and Impartial.
- 2.2. The Foundation Head Office is located in Alexandria, Virginia, USA and has a regional office in Melbourne, Australia operating as a wholly owned subsidiary called Flight Safety Foundation Limited (FSF Ltd). A copy of the Flight Safety Foundation Ltd Vision, Mission and Objectives is provided in Annex 1 to this document.
- 2.3. The primary function of FSF Ltd is the delivery of the Basic Aviation Risk Standard (BARS) Program and the four elements that make up the Program:
 - The Standards
 - The Audit Program
 - Training delivery, and
 - Global Data Analysis
- 2.4. The BARS Program was launched in Nov 2010 and since this time seen the conduct of over 890 BARS Audits in more than 35 different countries globally on 215+ operators. Four discrete BAR Standards are produced and updated on a two-year cycle for the benefit of the Aircraft Operators and the BARS Member Organisations (BMOs) who use the Standards as the basis of their contracted aviation assurance systems. The four BAR Standards are:
 - The BAR Standard for Contracted Aircraft Operations;
 - The BAR Standard for Offshore Helicopter Operations;
 - The BAR Standard for Aerial Mustering; and
 - The BAR Standard for RPAS Operations.
- 2.5. 35 BARS Auditor Accreditation Courses (AAC) have been delivered globally since program inception and over 300 candidates have completed the training. Candidates are the BARS Auditors and Observers from BARS Member Organisation personnel, Audit Company support staff and regulatory authorities. The successful completion of the AAC is mandatory for all BARS Auditors to participate in the Program along with annual Recurrent Training delivered by the BARS Program Office (BPO).
- 2.6. The importance of the BARS Program in the network of global safety initiatives was recognised as one of three aviation safety programs for aircraft operators alongside the IATA-IOSA Program and IBAC IS-BAO Program in the ICAO Global Aviation Safety Plan 2020-2023. This recognition brings with it the importance of the veracity and integrity on every part of the BARS Audit Report production process, of which the calibre of the Audit Company is an important part.

3. AC Recruitment Process Description

- 3.1. The BARS Audit Company Application process shall be delivered by the BARS Program Office for the Flight Safety Foundation Ltd. It is a multistage process with the final outcomes a panel of suitable companies selected for the onboarding process to be completed over the period 2021-2022.
- 3.2. Figure 1 shows the Audit Company recruitment process and the steps allocated to the Applicant Companies and those for FSF/BPO. The process will be conducted in two main stages: The Initial

Applications followed by the Full Application & review to determine the successful Applicant Companies who will be offered an Audit Company Registration Agreement and Onboarding to participate in the Program.

- 3.3. Over the years, the BPO has retained a list of unsolicited inquiries for Audit Company Registration and all entities on this list will be invited to submit Initial Applications. A public announcement of the opening will be provided seeking wider audience of possible interest.
- 3.4. All Initial Applications must be submitted to the BARS@flightsafety.org address in English by the due date nominated. No late applications will be accepted.
- 3.5. All Initial Applications will be reviewed and a shortlist of approximately 15 Applicants drawn up for the Full Application Review. All unsuccessful Applicants will be notified. There is no appeal process for the Initial Application shortlist or unsuccessful applicants.
- 3.6. Companies successfully completing the Initial Application process will be provided the **Response Schedules** for completion with a 30 day deadline as nominated by FSF. Approximately one week after the issuance of the Response Schedules, FSF will host a webinar call on MS Teams for all Applicant Companies to ask questions (Q&A) and seek clarification on items required in the Response Schedules. All Applicant Companies are encouraged to have representation at this Q&A.
- 3.7. FSF/BPO may contact Applicant Companies for interview or inquiry seeking clarification or additional information as necessary during the Determination phase. Not all Applicant Companies will be contacted.

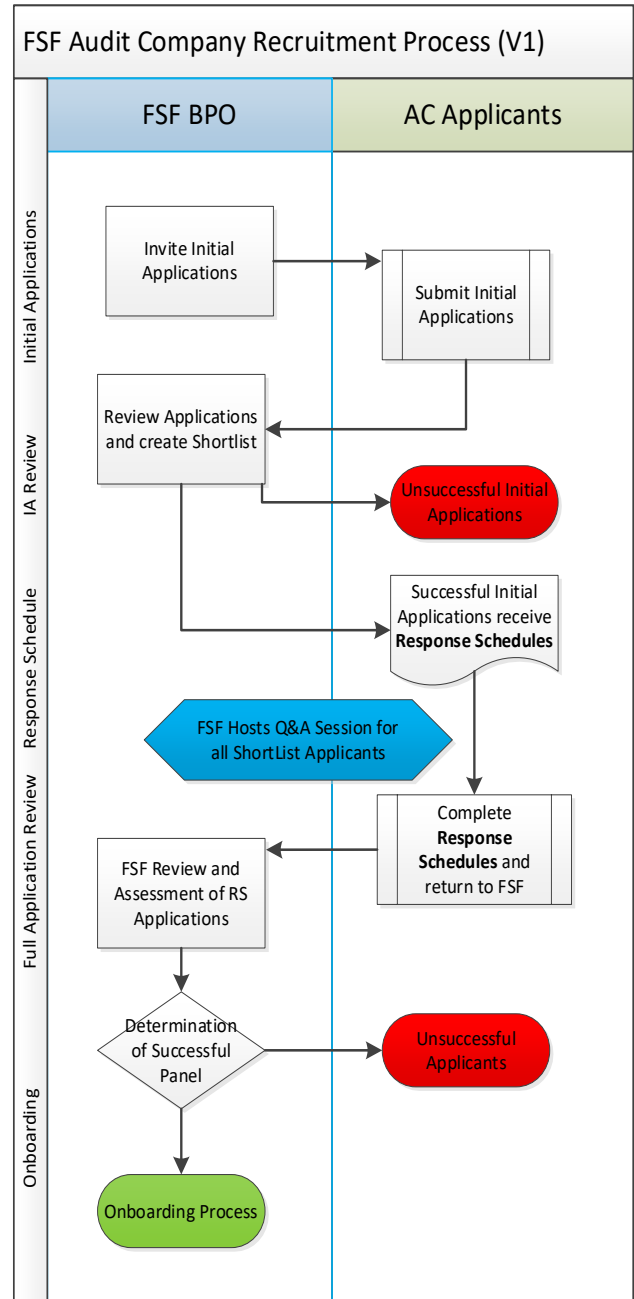


Figure 1: Audit Company Recruitment Process - 2021

4. Initial Application – Required Information

All Applicant Companies shall register their interest in becoming a BARS Audit Company by submitting their Initial Application. The Initial Application in form of a single MS Word document shall cover the following items:

- Company Name (as per the Company Registration certificate)
- Company Trading Name (if different)
- Office Address (physical address the business operates from)
- Office Phone number (include country and area codes)
- Company Website address URL
- Primary Contact Name and position
- Primary Contact Email address
- Primary Contact mobile phone number
- Total number of aviation auditors (full time, permanent) available
- Total number of aviation auditors (contractor) available
- Total staff numbers full time, permanent (associated with the delivery of aviation audits)
- Geographical regions where aviation auditing services are delivered
- Company experience in delivering 2nd party and 3rd party aviation audit services
- Key clients and achievements
- Other services offered as part of the company's business service offerings
- Accreditations or approval certificates for the business.

All responses shall be delivered in English to BARS@flightsafety.org by the due date. No extensions will be provided.

The BPO will review the Initial Applications and invite shortlisted companies to second phase and complete the Response Schedule.

5. Conditions of Application

Each Applicant Company shall read and understand conditions of Application. Applicant Companies submitting an Initial Application and/or Response Schedule signal their understanding and acceptance of these conditions by means of submitting the Initial Application and/or Response Schedule.

- FSF will charge no fees for the Initial Application and secondary Full Application/Response Schedule reviews. No parties have been endorsed or authorised by the Flight Safety Foundation to charge fees for assistance or support of Applicant Companies wishing to apply for the BARS Audit Company Registration.
- All Applicant Companies should be aware of the significant effort and resources that will be required by the successful companies in developing systems, policies and processes to prepare for Audit Company Registration in the BARS Program.
- Successful applicants will be required to submit a training plan showing when and how many candidate auditors will undergo the BARS Auditor Accreditation Course (AAC). It is strongly recommended that supporting staff responsible for areas such as business development, audit administration and quality control/peer review are also provided the Auditor Accreditation training as Observers to ensure full understanding of the Program across the organisation. AAC is provided at USD\$2500 for all auditors and USD\$1000 for observers.
- A minimum of 4 auditor candidates are required to successfully complete AAC to commence BARS operations, of which two shall be flight operations and two shall be maintenance & engineering qualified.
- A single Question-And-Answer online session will be provided for all Applicant Companies undertaking the Response Schedule effort. Questions can be provided prior to the session or live during the session – all attending Applicant Companies will have access to the response from FSF.
- The results of the FSF Audit Company recruitment process will be a panel of suitable Applicant Companies to be offered an Audit Company Registration Agreement in 2021 and 2022. This will allow a phased approach to the onboarding and reduce the impact on FSF resources during the intensive onboarding time.
- The number of successful Applicant Companies and the size of the successful Applicant Companies will be based on the needs of the BARS Program at the time and the represented capabilities of the Applicant Companies on the shortlist.
- The onboarding sequence and rate will be determined by Flight Safety Foundation Ltd based on the dynamic needs of the BARS Program and where the Program auditing need is the strongest with respect to current needs and predicted growth.
- Flight Safety Foundation decisions in the make-up of the shortlist, successful Applicant Companies making up the panel and the timing of the onboarding process for the successful Applicant Companies is final and no appeal is available.

- Once completed, the Response Schedules shall be signed by the accountable manager attesting that all the information contained in the Response Schedule and its Addenda is true and correct. The Response Schedule will become a binding document as part of the BARS Audit Company Registration Agreement between the successful Applicant Company and the Flight Safety Foundation Ltd.
- All candidate auditors will be assessed by the BARS Program Office prior to acceptance on the BARS Auditor training to ensure the entry criteria is achieved in accordance with the BARS Program Manual. No exceptional circumstances or criteria exemptions will be provided.

6. Information Pack

Applicant Companies accepted into the Short List will be provided with a Document Information Pack to assist with the effort in completing the Response Schedule. The Document Information Pack will be available to Initial Applicants on request. The Document Information Pack will contain the following:

- **BARS Program Manual** Ver 8 – Jul 2020.
Section 6 is relevant for the items required of a BARS Audit Company once they are operational. Section 7 describes the minimum criteria for Auditor applicants and the training process for gaining Auditor Accreditation.
- **BARS Auditor Guide** Ver 5- Jul 2020.
This provides additional detail on the Program expectations on the delivery and conduct of the BARS Audit.
- **BARS Introduction Document**
This document provides a high level overview on the design of the BARS Program and different elements.
- **Example Audit and Registration Agreement** Ver 17 effective 01 Dec 2020.
This provides the commercial terms that each and every BARS Audit is contracted against.
- **Example BARS Audit Company Registration Agreement** Ver 08 effective June 2021
This is the most recent version of the Audit Company commercial terms with the Flight Safety Foundation.
- **Example BARS Auditor Agreement Ver 2**
This is the Agreement used for each and every BARS Auditor on successful completion of the Auditor Accreditation Course and prior to utilisation on their first BARS Audit.

-End-

7. Annexures

1 - Flight Safety Foundation Ltd – Vision, Mission, Goals and Values



Flight Safety Foundation Limited

Vision:
The BARS Program to be the key factor advancing aviation safety globally for non-airline commercial operations.

Mission:
Upholding the safety BAR above the world norm for all our stakeholders by means of audit programs, data analysis and education.

Values:

- **Leadership:** We strive for excellence through empowering people to demonstrate leadership and innovation, to produce quality outcomes beyond expectations.
- **Integrity:** Our integrity is evident through respect, honesty and trust. We have shared beliefs and principles; we are professional and accountable for our actions.
- **Teamwork:** We foster teamwork by communicating openly, encouraging individuals to optimise their performance and support one another towards fulfilling our shared vision and goals

Objectives/Goals:

- **Results oriented:** Improve the level of safety for participating operators;
- **Deliverables:** Provide relevant and valuable products and services to the participating BARS Member Organisations and Aircraft Operators;
- **Education:** Support and educate all the stakeholders in their understanding of aviation risk and how to address these risks;
- **Leadership:** Develop the audit programs to be the benchmark in the methodology for conducting aviation audits; and
- **Innovation:** Develop the BARSoft application to be an innovative and useful tool for all Program stakeholders.

The Guiding Principle:
Dedicated to aviation safety, through leadership and trust between business and operators, and drawing upon the collective experience of the industry through collaboration, connections, training and evidence based standardized practices and risk management.

Ver 4: agreed Mar 2020