

Element Performance Inspection (EPI) Data Collection Tool
4.3.3 Advanced Qualification Program (AQP) (OP)

ELEMENT SUMMARY INFORMATION

Purpose of this Element (certificate holder's responsibility):

- To provide an alternate method for qualifying, training, certifying, and otherwise ensuring competency of crewmembers, aircraft dispatchers and other operations personnel, instructors, and evaluators who are required to be trained or qualified under Title 14 of the Code of Federal Regulations (14 CFR) part 121.

Objective (FAA oversight):

- To determine the effectiveness of the certificate holder's procedures in meeting the desired output of the process.
- To determine if the certificate holder follows its procedures, controls, process measurements, and interfaces for the Advanced Qualification Program (AQP).
- To determine if there were any changes in the personnel identified by the certificate holder as having responsibility and/or authority for the Advanced Qualification Program (AQP).

Specific Instructions:

- To accomplish this EPI the inspector should become familiar with, and observe training and qualification events conducted in accordance with, the certificate holder's approved AQP.
- This EPI should be assigned to an aircrew program manager (APM), a partial program manager (PPM), an assistant APM, or a specially trained member of the CMT.

Related EPIs:

- 3.1.11 Computer Based Record Keeping System (OP)
- 4.2.10 Aircrew Designated Examiner (ADE) Program (OP)

SUPPLEMENTAL INFORMATION

Specific Regulatory Requirements (SRRs):

- SRRs:
 - 119.43(b)
 - 119.43(b)(1)
 - 119.43(b)(2)
 - 119.43(c)
 - 121.135(a)(1)
 - 121.135(b)(1)
 - 121.135(b)(16)
 - 121.135(b)(2)
 - 121.135(b)(3)
 - 121.401(a)
 - 121.402
 - 121.403
 - 121.405(a)(1)

- SRRs:
 - 121.405(a)(2)
 - 121.407(a)(1)
 - 121.407(a)(2)
 - 121.407(a)(3)
 - 121.407(a)(4)
 - 121.407(a)(5)
 - 121.422(a)(1)(ix)
 - 121.903(a)
 - 121.903(b)
 - 121.903(c)
 - 121.903(e)
 - 121.909(b)
 - 121.909(b)(2)(i)
 - 121.909(b)(2)(ii)
 - 121.909(b)(2)(iii)
 - 121.909(b)(2)(iv)
 - 121.909(b)(2)(v)
 - 121.909(b)(2)(vi)
 - 121.909(b)(4)
 - 121.911(a)
 - 121.911(b)
 - 121.911(c)
 - 121.911(d)
 - 121.913(a)
 - 121.913(b)(1)
 - 121.913(b)(2)
 - 121.913(b)(3)
 - 121.913(b)(4)
 - 121.913(c)
 - 121.913(d)(1)
 - 121.913(d)(2)
 - 121.913(d)(3)
 - 121.913(e)
 - 121.913(e)(1)
 - 121.913(e)(2)
 - 121.913(e)(3)
 - 121.915(a)
 - 121.915(a)(1)
 - 121.915(a)(2)(i)
 - 121.915(a)(2)(ii)
 - 121.915(a)(2)(iii)
 - 121.915(a)(2)(iv)
 - 121.915(a)(2)(v)
 - 121.915(b)
 - 121.915(b)(1)(i)
 - 121.915(b)(1)(ii)
 - 121.915(b)(2)(i)
 - 121.915(b)(2)(ii)
 - 121.915(b)(2)(iii)
 - 121.915(c)
 - 121.915(d)
 - 121.915(e)
 - 121.917(a)
 - 121.917(b)
 - 121.917(c)
 - 121.919(a)
 - 121.919(b)

- SRRs:
 - 121.919(c)
 - 121.919(d)
 - 121.919(e)
 - 121.921(a)(1)
 - 121.921(a)(2)
 - 121.921(a)(3)
 - 121.921(a)(4)
 - 121.921(b)(1)
 - 121.921(b)(2)
 - 121.921(b)(3)
 - 121.923(a)(1)
 - 121.923(a)(2)
 - 121.923(a)(3)
 - 121.923(c)(1)
 - 121.923(c)(2)
 - 121.925
 - A.034

Related CFRs & FAA Policy/Guidance:

- Related CFRs:
 - Intentionally left blank
- FAA Policy/Guidance:
 - FAA Order 8000.88, chapters 1-3
 - AC 120-29A
 - AC 120-54A
 - AC 120-68D

EPI Section 1 - Performance Observables	
Objective: The tasks and questions in this section of the data collection tool (DCT) are designed to assist the inspector in determining if the certificate holder follows its written procedures and controls and meets the established performance measures of the process. To accomplish this, questions have been generated to test both the outputs of the process as well as the process itself. Question 1 and its following subquestions are directed at the output(s) of the process, whereas questions 2-6, when answered, should be directed at the process itself.	
Tasks	
	To meet this objective, the inspector must accomplish the following tasks:
1.	Review the information listed in the Supplemental Information section of this DCT.
2.	Review the certificate holder's policies, procedures, instructions, and information for the Advanced Qualification Program (AQP).
3.	Review the last accomplished associated safety attribute inspection (SAI) for this element with emphasis on the controls, process measurements, and interface attribute section responses.
4.	Observe the certificate holder's Advanced Qualification Program (AQP) to gain an understanding of the procedures, instructions, and information.
5.	Discuss the Advanced Qualification Program (AQP) with the personnel (other than management) who perform the duties and responsibilities required by the program.

Questions		
	To meet this objective, the inspector must answer the following questions:	
1.	Determine whether the following performance measures were met:	
1.1	<p>Did the certificate holder or training center establish and maintain its records in sufficient detail to establish the qualification of personnel trained under the Advanced Qualification Program (AQP)?</p> <p><i>Related Performance JTIs:</i></p> <ol style="list-style-type: none"> 1. Check at the Records Repository that the Certificate Holder using AQP for flight crewmember training has qualified, trained, certified, and otherwise substantiated competency of its flight crewmembers in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1) 2. Check at the Records Repository that the Certificate Holder using AQP for flight attendant training has qualified, trained, certified, and otherwise substantiated competency of its flight attendants in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1) 3. Check at the Records Repository that the Certificate Holder using AQP for dispatcher training has qualified, trained, certified, and otherwise substantiated competency of its aircraft dispatchers in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1) 4. Check at the Records Repository that the Certificate Holder using AQP for instructor training has qualified, trained, certified, and otherwise substantiated competency of its instructors in accordance with the 	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain

	<p>Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>5. Check at the Records Repository that the Certificate Holder using AQP for evaluator training has qualified, trained, certified, and otherwise substantiated competency of its evaluators in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>6. Check at the Records Repository that the Certificate Holder using AQP for other operations personnel training has qualified, trained, certified, and otherwise substantiated competency of its other operations personnel in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>7. Check at the Training Center that the Certificate Holder using AQP for flight crewmember training is qualifying, training, certifying, and otherwise substantiating competency of its flight crewmembers in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>8. Check at the Training Center that the Certificate Holder using AQP for flight attendant training is qualifying, training, certifying, and otherwise substantiating competency of its flight attendants in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>9. Check at the Training Center that the Certificate Holder using AQP for aircraft dispatcher training is qualifying, training, certifying, and otherwise substantiating competency of its aircraft dispatchers in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>10. Check at the Training Center that the Certificate Holder using AQP for instructor training is qualifying, training, certifying, and otherwise substantiating competency of its instructors in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a)</p> <p>11. Check at the Training Center that the Certificate Holder using AQP for evaluator training is qualifying, training, certifying, and otherwise substantiating competency of its evaluators in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a)</p> <p>12. Check at the Training Center that the Certificate Holder using AQP for other operations personnel training is qualifying, training, certifying, and otherwise substantiating competency of its other operations personnel in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p> <p>13. Check at the Aircraft that the Certificate Holder using AQP for flight crewmember training is qualifying, training, certifying, and otherwise substantiating competency of its flight crewmembers in accordance with</p>	
--	---	--

	<p>the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p>	
14.	<p>Check at the Aircraft Cabin that the Certificate Holder using AQP for flight attendant training is qualifying, training, certifying, and otherwise substantiating competency of its flight attendants in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p>	
15.	<p>Check at the Dispatch Center Location that the Certificate Holder using AQP for aircraft dispatcher training is qualifying, training, certifying, and otherwise substantiating competency of its aircraft dispatchers in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p>	
16.	<p>Check at the Air Carrier Specified Location that the Certificate Holder using AQP for instructor training is qualifying, training, certifying, and otherwise substantiating competency of its instructors in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a)</p>	
17.	<p>Check at the Air Carrier Specified Location that the Certificate Holder using AQP for evaluator training is qualifying, training, certifying, and otherwise substantiating competency of its evaluators in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a)</p>	
18.	<p>Check at the Air Carrier Specified Location that the Certificate Holder using AQP for other operations personnel training is qualifying, training, certifying, and otherwise substantiating competency of its other operations personnel in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(1); 121.135(b)(15); SFAR 58.1(a); SFAR 58.1(d); SFAR 58.3; SFAR 58.5(a); SFAR 58.5(b)(1)</p>	
19.	<p>Check at the FAA Location, then at the Records Repository, that the Certificate Holder using AQP has provided data to the FAA in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); 121.135(b)(26); SFAR 58.7(c)</p>	
20.	<p>Check at the Records Repository that the Certificate Holder using AQP maintains current records of each aircraft dispatcher in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(26); 121.683(a)(1)</p>	
21.	<p>Check at the Records Repository that the Certificate Holder using AQP maintains records of each crewmember (domestic and flag operations only) for each action taken concerning the release from employment or physical or professional disqualification of any flight crewmember and keep the record for at least six months thereafter in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(26); 121.683(a)(2)</p>	
22.	<p>Check at the Records Repository that the Certificate Holder using AQP maintains records of each aircraft dispatcher (domestic and flag operations only) for each action taken concerning the release from employment or physical or professional disqualification of any aircraft dispatcher and keep the record for at least six months thereafter in</p>	

	<p>accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(26); 121.683(a)(2)</p>	
1.2	<p>Were all training devices and/or flight simulators used by the certificate holder or training center properly evaluated and/or approved for the AQP? <i>Related Performance JTIs:</i></p> <ol style="list-style-type: none"> 1. Check at the Training Center that the Certificate Holder using AQP is using flight simulator(s) that have been evaluated by the Administrator for assignment of the flight simulator qualification level and approved for the AQP program in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.9(a)(1)(i); SFAR 58.9(a)(1)(ii); SFAR 58.9(a)(1)(iii); SFAR 58.9(a)(1)(iv) 2. Check at the Records Repository that the Certificate Holder using AQP used a flight simulator(s) that has been evaluated by the Administrator for assignment of the flight simulator qualification level and approved for the AQP program in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.9(a)(1)(i); SFAR 58.9(a)(1)(ii); SFAR 58.9(a)(1)(iii); SFAR 58.9(a)(1)(iv) 3. Check at the Training Center that the Certificate Holder using AQP is using training device(s) that have been evaluated by the Administrator and approved for the AQP program in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.9(a)(1)(i); SFAR 58.9(a)(1)(ii); SFAR 58.9(a)(1)(iii); SFAR 58.9(a)(1)(iv) 4. Check at the Records Repository that the Certificate Holder using AQP used a training device(s) that has been evaluated by the Administrator and approved for the AQP program in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.9(a)(1)(i); SFAR 58.9(a)(1)(ii); SFAR 58.9(a)(1)(iii); SFAR 58.9(a)(1)(iv) 	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.3	Were flight crewmembers properly paired?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.4	Did the person used in a seat substitution meet the AQP requirements to occupy that seat?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> Not Applicable
1.5	Did the certificate holder adhere to its instructor quality assurance program?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.6	Did the certificate holder adhere to its evaluator quality assurance program?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.7	Were the instructors qualified for the module they were teaching?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.8	<p>Did the certificate holder's training center using the AQP conduct indoctrination for newly hired personnel, instructors, and evaluators in accordance with its approved program? <i>Related Performance JTIs:</i></p> <ol style="list-style-type: none"> 1. Check at the Training Center that the Certificate Holder using AQP is conducting indoctrination for newly hired personnel in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(a); SFAR 58.4(b) 	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> Not Applicable

	<p>2. Check at the Training Center that the Certificate Holder using AQP is conducting indoctrination for its instructors in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(c)</p> <p>3. Check at the Training Center that the Certificate Holder using AQP is conducting indoctrination for its evaluators in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(d)</p>	
1.9	<p>Did the certificate holder conduct AQP training for newly hired personnel, instructors, and evaluators in accordance with its approved program?</p> <p><i>Related Performance JTIs:</i></p> <p>1. Check at the Records Repository that the Certificate Holder using AQP conducted indoctrination for newly hired persons in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(a); SFAR 58.4(b)</p> <p>2. Check at the Records Repository that the Certificate Holder using AQP conducted indoctrination for its instructors in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(c)</p> <p>3. Check at the Records Repository that the Certificate Holder using AQP conducted indoctrination for its evaluators in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); SFAR 58.4(d)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
1.10	<p>If the certificate holder using the AQP contracts with another party to conduct training, qualifications, or evaluations, were those activities conducted in accordance with the certificate holder's approved program?</p> <p><i>Related Performance JTIs:</i></p> <p>1. Check at the Training Center that the Certificate Holder using AQP, that has AQP required training, qualification, or evaluation functions performed by another person (a training center), that the training, qualification, or evaluation is conducted in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); 121.135(b)(26); SFAR 58.11(a)</p> <p>2. Check at the Records Repository that the Certificate Holder using AQP, that had AQP required training, qualification, or evaluation functions performed by another person (a training center), that the training, qualification, or evaluation was conducted in accordance with the Certificate Holder's design. <i>Sources:</i> 121.135(b)(15); 121.135(b)(26); SFAR 58.11(a)</p>	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> Not Applicable
2.	Were the certificate holder's policies, procedures, instructions, and information for the Advanced Qualification Program (AQP) followed?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
3.	Were the Advanced Qualification Program (AQP) controls followed?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
4.	Did the records for the Advanced Qualification Program (AQP) comply with the instructions provided by the certificate holder?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain
5.	Were the process measurements for the Advanced Qualification Program (AQP) effective in identifying problems or potential problems and providing corrective	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain

	action for them?	
6.	Did personnel properly handle the associated interfaces by complying with other written policies, procedures, instructions, and information that are related to this element?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain

EPI Section 1 - Performance Observables Drop-Down Menu	
1.	Personnel.
2.	Tools and Equipment.
3.	Technical Data.
4.	Procedures, policies or instructions or information.
5.	Materials.
6.	Facilities.
7.	Controls.
8.	Process Measures.
9.	Interfaces.
10.	Desired Outcome.
11.	Other.

EPI Section 2 - Management Responsibility & Authority Observables

Objective: The questions in this section address the responsibility and authority of the process. They are designed to assist the inspector in determining if there is a clearly identifiable, qualified, and knowledgeable person who is responsible for the process, is answerable for the quality of the process, and has the authority to establish and modify the process. (The person with the authority may or may not be the person with the responsibility.)

Tasks

	To meet this objective, the inspector must accomplish the following tasks:
	NOTE: If no personnel or major program changes (as defined by the principal inspector (PI)) affecting the responsibility or authority attributes for this element have occurred since the last SAI and/or EPI was accomplished, then do not perform tasks 3–6, below. Answer questions 1 and 2, below, and provide the name/title.
1.	Identify the person who has overall responsibility for the Advanced Qualification Program (AQP).
2.	Identify the person who has overall authority for the Advanced Qualification Program (AQP).
3.	Review the duties and responsibilities for those who manage the Advanced Qualification Program (AQP).
4.	Review the appropriate organizational chart.
5.	Discuss the Advanced Qualification Program (AQP) with the management personnel identified in tasks 1 and 2.
6.	Evaluate the qualifications and work experience of the management personnel identified in tasks 1 and 2.

Questions

	To meet this objective, the inspector must answer the following questions:	
1.	Is there a clearly identified person who is responsible for the quality of the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain Name/Title:
2.	Is there a clearly identified person who has authority to establish and modify the certificate holder's policies, procedures, instructions, and information for the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain Name/Title:
3.	Does the responsible person know that he/she has responsibility for the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
4.	Does the person with authority know that he/she has authority for the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
5.	Does the person with responsibility for the Advanced Qualification Program (AQP) meet the qualification standards?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
6.	Does the person with authority to establish and modify the Advanced Qualification Program (AQP) meet the qualification standards?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change

7.	Does the person with responsibility understand the controls, process measurements, and interfaces associated with the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
8.	Does the person with authority understand the controls, process measurements, and interfaces associated with the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
9.	Does the responsible person know who has authority to establish and modify the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change
10.	Does the individual with authority know who has the responsibility for the Advanced Qualification Program (AQP)?	<input type="checkbox"/> Yes <input type="checkbox"/> No, Explain <input type="checkbox"/> No Change

EPI Section 2 - Management Responsibility & Authority Observables Drop-Down Menu	
1.	Assignment of responsibility.
2.	Assignment of authority.
3.	Does not understand procedures, policies or instructions and information.
4.	Does not understand controls.
5.	Does not understand process measurements.
6.	Does not understand interfaces.
7.	Span of control.
8.	Position vacant.
9.	Other.