

IEP CHECKLIST

A SAFETY ASSURANCE COMPONENT OF YOUR SMS

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AUGUST 2025

OPERATIONS 5.

Pilot Hiring Process (PART 91)

Pilot Hiring Process:

Established company policies and procedures are in place to ensure applicants are carefully screened as part of the hiring process, adequately assessing their suitability to perform the specific flight crew duties demanded by the organization. Consideration is given to applicant's collective background, adaptability, and long-term ability to carry out all company missions safely. If a crewmember is hired who is lacking in some specific experience or qualification, a specific training and observation plan is developed to ensure requisite experience or qualification is obtained prior to assignment.



PART 91

1. Are the company's pilot hiring criteria and procedures formally established and documented?

(IS-BAO 6.1.1, 7.2.1; NBAA Management Guide 1.3.1, 1.3.2)

(Policy) A company policy manual (or any other appropriate manual) should contain pilot hiring procedures and criteria appropriate to the size and scope of your operation. The specific qualifications, qualities, and experience required for pilots should be described in detail. Final hiring authority should also be formally assigned to the appropriate manager/director.

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2. Are all prospective candidates required to take a pre-employment drug & alcohol test before final hiring occurs? Is this completed with the oversight of the appropriate individual or department within your organization?

(IS-BAO 7.5; NBAA Management Guide 2.1.5)

(Policy) Part 91 operators should consider mandating pre-employment drug & alcohol tests. Section 7.5 of IS-BAO recommends there be policies in place to ensure personnel do not undertake duties while under the influence. If testing is currently done, examine how it is administered. The results/records must be kept secure and confidential. Are employees prohibited from performing flight related duties before the results of the drug check are reported?

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3. Are established minimum hiring qualifications appropriate for the scope of the operation, and have they been reviewed periodically? (Rating, Flight Time, Medical etc.)

(IS-BAO 7.2.1, NBAA Management Guide 1.3.2 & 1.3.2.21)

(Flight Crew) PIC and SIC minimums and experience requirements should be appropriately defined for each flying position. Experience pertaining to the role and mission of the operation is also a critical component for consideration. For example, international flight experience. These qualifications should be reviewed at least every two years to ensure they accurately reflect the company's current operational profile. If an exception to the minimum qualifications occurs, a unique documented training plan and specific operational limitations should be established.

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4. Are flight training devices (simulators) used to evaluate potential new hires?

(NBAA Management Guide 1.3.1)

(Flight Crew) Cockpit behaviors such as leadership skills, team building expertise, communication capability, and decision making savvy are desired qualities should be accurately assessed during the interview process.

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5. Examine the search/job posting process used to solicit new pilot candidates. Is the process effective in producing qualified individuals for interviews?

(NBAA Management Guide 1.3.1)

(Communication) Effective techniques should be used to attract the best possible candidates; advertising, personal reference, internal promotion etc. A formal applicant screening process involving Human Resources, the Chief Pilot, and Flight Department Manager (or applicable personnel) should be consistently utilized.

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6. Are the company participants in the hiring process adequately trained?

(IS-BAO 7.2.1; NBAA Management Guide 1.3.1)

(Training) Each individual assigned duties and responsibilities in the hiring process needs some training that develops sufficient expertise. There are multiple skills required to conduct screening and hiring. Proper interviewing expertise is essential; each interviewer should participate in company required/defined training to develop the requisite interview and hiring techniques.

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7. Is the interview process established in a structured manner? Is the interview process documented?

(NBAA Management Guide 1.3.1)

(Supervisory) The company interview must be established and define what personnel will be participating (I.E. Chief Pilot, DO, HR Manager, etc.). There should be a defined set of interview questions, and a scale of expectations for candidates. Interviewers should have written guidance to form the interview structure. A formal scoring or interview summary should be completed at the conclusion of each interview.

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8. Are newly hired pilots given an appropriate probationary period and subsequent timely performance review?

(PRISM Recommended Practice)

Using a standardized observation period for new-hires clarifies expectations and can put an end to bad habits before they create problems. Formalizing this process ensures all employees transition correctly into a healthy company culture.

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9. Does the interview process result in a comprehensive and effective method capable of determining an applicant's skill level and personality fit for the company?

(NBAA Management Guide 1.3.2)

(Safety Culture) Aside from questions regarding past employment, and flight qualifications/ flying history, there are many other individual qualities and capabilities important to the organization. For example, questions involving CRM scenarios may aid in determining an applicant's ability to handle personality conflicts. Asking the applicant to provide an example of a hurdle they faced during an international flight may reveal their level of competency with international operations.

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10. Evaluate the overall hiring process by examining the pilot retention and turnover rate within the flight operation.

(PRISM Recommended Practice)

(Safety Culture) Are there weaknesses in the hiring process that result in ineffectual hiring, employing pilots that are not a good fit or meet company skill-set expectations? Hiring should continually yield professional, well-rounded pilots that have a positive impact on the organization. This end result does not eliminate the need for the process to be formalized, however.

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**11. Is a sufficient reference and criminal history check accomplished during the hiring process?
Are the results of these checks maintained in a secure location?**

(AC 120-68J; NBAA Management Guide 1.3.2.21 & 1.3.4)

(Program/Procedures) Verification of a prospective new-hire's airman certificate should be accomplished through the FAA. A criminal background check and motor vehicle history check are also advisable. A FOIA (Freedom of Information Act) request may be conducted to retrieve accident and incident records on a pilot. Although not a Part 91 requirement, a Pilots Records Improvement Act (PRIA) check may be conducted. The PRIA process is outlined in AC120-68G and a check for enforcement actions against pilots (Fines, Suspensions, Revocations, Warning Notices, and Letters of Correction) is one of the components. Consider updating all company employee background checks every five years and every two years for frequent contract personnel.

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