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FEBRUARY 2026

OPERATIONS 8.

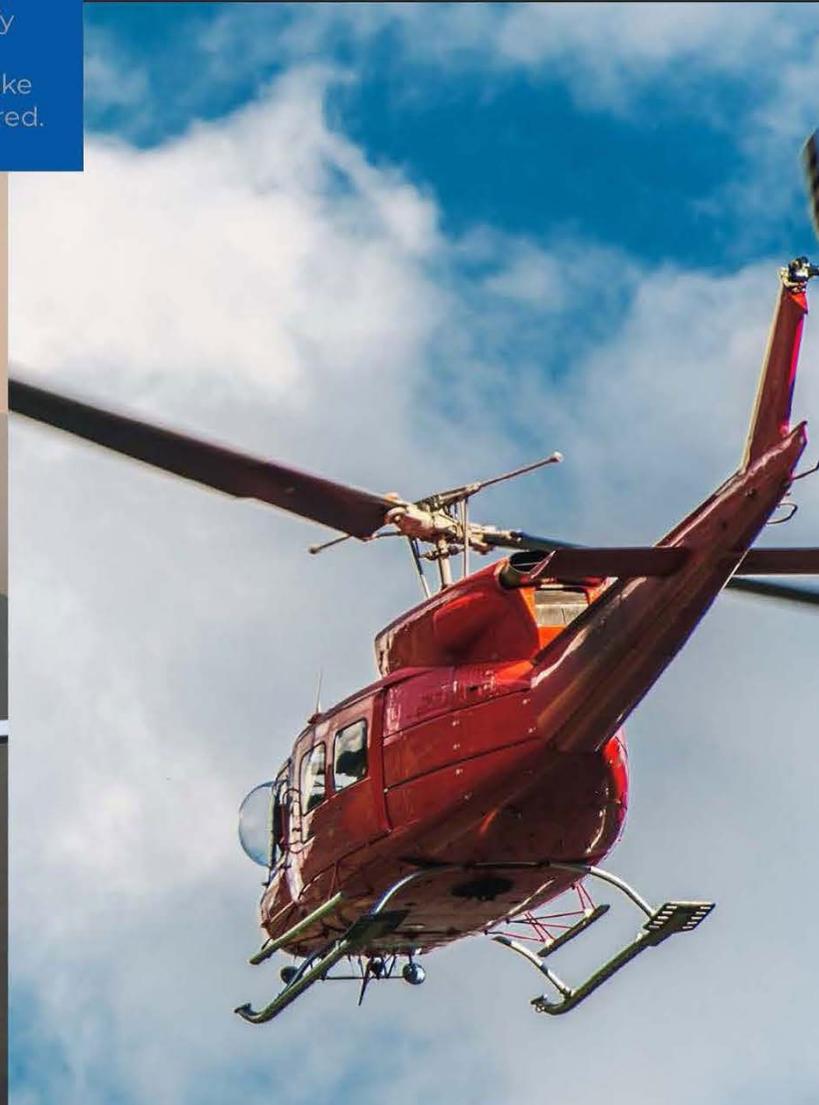
Cabin Crew and Service Representatives (PART 91)

Cabin Crew and Service Representatives:

Whether they are referred to as flight attendants or cabin attendants, as active crewmembers they must demonstrate full knowledge of, and ability to perform applicable normal, abnormal, and emergency procedures. An active and effective training program is necessary for these crewmembers to maintain proficiency. If flight attendants are not trained and current, they are regarded as additional passengers. Policies should address crewmember selection requirements and duty limitations. Customer Service Representatives (CSRs) and other non-crew personnel must be clearly identified as such, so passengers clearly understand they do not provide emergency instructions or act as a crew member. CSRs do not participate in any briefings which can lead to confusion as to their status.



PART 91



- 1 – Unsatisfactory
- 2 – Poor
- 3 – Meets Minimum Standards
- 4 – Excellent
- 5 – Best Practice

If your answer is not a 3 or better, you must record a finding that requires corrective action.

1. If Cabin Service Representatives (CSRs) or flight technicians are utilized, is this clearly communicated to passengers to ensure they understand that the CSRs or flight technicians do not have safety-related duties?

(IS-BAO 8.1.4.2[d]; NBAA Management Guide 3.3)

(Communication) Cabin Service Representatives or technicians NEVER participate in any passenger briefings. Passengers can confuse these personnel with trained flight attendants; this can lead to disorder in emergency situations. CSRs and technicians are typically listed as passengers on the flight manifest; however, this doesn't absolve the Operator of its responsibility to inform the passengers.

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2. Are aircraft equipped with a shoulder harness for each cabin crew member seat that is not a regular passenger seat?

(FAR 91.521)

(Equipment) FAR 121.311(g) requires each flight attendant seat have a torso restraint (a combined pelvic restraint and upper torso restraint with a single point release) that meets the requirements of FAR 25.785. This description provides functional guidance. Minimizing injury to crew members provides greater probability of emergency assistance to passengers.

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3. Are all flight attendants included in Crew Resource Management (CRM) or other type of communication training?

(AC 120-51E; IS-BAO 8.2; NBAA Management Guide 3.3 & 4.1.4)

(Training) Crew member interaction extends throughout the aircraft and involves flight attendants in normal and emergency situations. To maximize crew resources and provide the highest margin for safe operations, flight attendants should complete CRM training in conjunction with pilots.

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4. Are all other cabin personnel trained in effective cabin/cockpit communication and coordination?

(AC 120-48A; IS-BAO 8.1.4.2[a], 13.1.1; NBAA Management Guide 3.3, 4.1.4, 4.1.8, 4.1.11)

(Training) All cabin personnel must be aware of the concept and requirements involved in maintaining a "sterile cockpit" and minimizing distractions. They should also be aware of the protocols for communicating critical information to the flight deck. Passenger management responsibilities should be thoroughly defined and practiced.

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5. Are standardized training records maintained for all designated flight attendants and other designated cabin personnel?

(FAR 91.1027(a)(4); IS-BAO 8.5; NBAA Management Guide 3.3 & 3.8)

(Training) Accurate and organized training records for every employee are important; ensure records are clear, complete and concise. As frequent passengers emergency training should be available to cabin personnel to enhance their own personal readiness. Records should be kept organized and in a standardized format. All extraneous material should be removed.

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6. Are all flight attendants trained (initial and recurrent) in emergency and safety procedures specific to company aircraft?

(FAR 91.533(b), 91.1067, 91.1097; IS-BAO 5.1.2[d], 8.1.1, 8.1.4; NBAA Management Guide 3.3 & 4.1.4)

(Training) Training should include specific safety and survival equipment use, surface contamination, high altitude physiology/decompression, hazardous materials awareness, safety and security, and emergency evacuations.

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7. Does the fatigue policy address duty time and rest requirements for flight attendants? Are these requirements adhered to without exception?

(FAR 91.1062; IS-BAO 12; NBAA Management Guide 3.3, 4.1.6, 4.2.14)

(Policy) Flight attendants should be allotted the same duty and rest periods as pilots. Performing their duties fatigued imposes a negative effective on the overall level of a flight's safety. This requirement should be documented in a fatigue management policy and procedures portion of an appropriate manual. Verify scheduling practices follow fatigue policies.

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8. Are all CSRs and flight attendants given company indoctrination training, including the company's safety management system? Are they aware of hazard reporting options?

(FAR 91.1047; IS-BAO 3.2.1, 3.4.1, 8.1.1, 8.1.4; NBAA Management Guide 3.3 & 4.1.4)

(Safety Culture) Both full-time and contract employees need to be educated on company policies and procedures such as the resetting of circuit breakers, client interaction, the drug and alcohol program, etc. Flight attendants and CSRs should be aware of the importance of hazard reporting via a formal training program. A process must be in place for recurrent training or situational training when there are changes within the flight operation.

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9. Are prospective flight attendant candidates vetted with a defined background check as part of the hiring process? For contracted flight attendants, are there established selection procedures that account for security concerns?

(NBAA Management Guide 3.1 & 3.3)

(Security) Criminal history, TSA, and DOT checks should all be considered prior to the employment of a flight attendant. Contract flight attendants, if utilized, should be subjected to the same background checks.

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10. Are flight attendant seats formally designated and positioned so they can be of the most assistance to passengers in an emergency situation and during takeoff, landing, and other times at the direction of the PIC?

(FAR 25.785(h))

(Flight Crew) An aft facing exit-row seat with a shoulder harness is best. This not only gives the flight attendant a direct view of passengers in the cabin, it also permits the assistance of passengers in the egress of the aircraft and additionally provides the ideal position for the human body to absorb the abnormal "G" forces associated with an emergency landing. The most undesirable place for the flight attendant is the cockpit jump seat.

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11. Are the duties and responsibilities for flight attendants or CSRs documented?

(IS-BAO 7.2; NBAA Management Guide 3.3)

(Flight Crew) The primary role of a flight attendant is to ensure the safety of the passengers. Their roles and responsibilities should be clearly defined and documented. If CSRs are used their primary role is to ensure the comfort of the passengers. Any cabin crew personnel should know and understand their duties and responsibilities.

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12. If applicable, are the proper number of flight attendants assigned to each flight?

(FAR 91.533; IS-BAO 13.4.2[c & d]; NBAA Management Guide 3.3)

(Flight Crew) The number of flight attendants assigned to each flight needs to be in accordance with national requirements and any requirements specified in the aircraft flight manual (based on the seating capacity or the number of passengers carried), in order to ensure necessary functions are executed in an emergency as well as a safe and expeditious evacuation in a situation requiring an emergency evacuation. Assigned flight attendants need to be properly qualified and trained for the aircraft and type of operation.

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