



INTERNAL AUDIT DIVISION

REPORT 2014/150

Audit of air operations in the
Department of Field Support

Overall results relating to effective management of air operations in the Department of Field Support were initially assessed as partially satisfactory. Implementation of six important recommendations remains in progress

FINAL OVERALL RATING: PARTIALLY
SATISFACTORY

22 December 2014
Assignment No. AP2013/615/02

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AUDIT REPORT

Audit of air operations in the Department of Field Support

I. BACKGROUND

1. The Office of Internal Oversight Services (OIOS) conducted an audit of air operations in the Department of Field Support (DFS).

2. In accordance with its mandate, OIOS provides assurance and advice on the adequacy and effectiveness of the United Nations internal control system, the primary objectives of which are to ensure (a) efficient and effective operations; (b) accurate financial and operational reporting; (c) safeguarding of assets; and (d) compliance with mandates, regulations and rules.

3. The Air Transport Section in DFS was responsible for the United Nations aviation programme within DFS, the Department of Peacekeeping Operations (DPKO) and the Department of Political Affairs. At Headquarters, the Section was responsible for providing advice and technical expertise to senior leadership and ensuring there was adequate planning, oversight and quality assurance capacity to successfully implement the aviation programme. At the mission level, the Section was responsible for: (a) providing policy, procedures and overall guidance on air operations; (b) providing missions with air assets and related airfield and aviation ground support equipment and services; (c) performing aviation oversight under the DFS Aviation Quality Assurance Programme to ensure contracted services complied with the requirements of the United Nations and the International Civil Aviation Organization Standards and Recommended Practices; and (d) planning and executing training courses and workshops for staff development. During the audit period, the Section was involved in requisitioning and/or managing 85 commercial aviation contracts for 133 aircrafts and 20 letters of assist for 70 aircrafts with troop-contributing countries for the provision of air assets used in the implementation of the mandates of field missions.

4. The Air Transport Section comprised five units including the Office of the Chief; Airfield and Air Terminals Unit; Aviation Quality Assurance and Standards Unit; Aviation Projects, Planning and Training Unit; and Aircraft Management and Contracts Unit. The Section had 20 authorized posts including one at the P-5 level, eight at the P-4 level, six at the P-3 level, and five at the general service level. The 2012/13 and 2013/14 expenditures for air operations in DFS and missions were \$758 million and \$808 million respectively.

5. Comments provided by DFS are incorporated in italics.

II. OBJECTIVE AND SCOPE

6. The audit was conducted to assess the adequacy and effectiveness of DFS governance, risk management and control processes in providing reasonable assurance regarding the **effective management of air operations in DFS**.

7. The audit was included in the 2013 risk-based work plan of OIOS because of the operational and financial risks relating to air operations in DFS.

8. The key controls tested for the audit were: (a) risk assessment and planning; and (b) oversight. For the purpose of this audit, OIOS defined these key controls as follows:

(a) **Risk assessment and planning** – controls that provide reasonable assurance that risks and opportunities relating to air operations in DFS are identified and assessed, and that air assets and related airfield and aviation support services of the right type and number are deployed by DFS to support the implementation of mandated field operations.

(b) **Oversight** – controls that provide reasonable assurance that DFS implemented procedures to ensure that air carriers complied with the requirements of the United Nations and the International Civil Aviation Organization Standards and Recommended Practices.

9. The key controls were assessed for the control objectives shown in Table 1.

10. OIOS conducted this audit from December 2013 to August 2014. The audit covered the period from 1 July 2012 to 30 June 2014. The audit was conducted at DFS in New York.

11. OIOS conducted an activity-level risk assessment to identify and assess specific risk exposures, and to confirm the relevance of the selected key controls in mitigating associated risks. Through interviews, analytical reviews and tests of controls, OIOS assessed the existence and adequacy of internal controls and conducted necessary tests to determine their effectiveness.

III. AUDIT RESULTS

12. The DFS governance, risk management and control processes examined were initially assessed as **partially satisfactory**¹ in providing reasonable assurance regarding the **effective management of air operations in DFS**. OIOS made seven recommendations to address the issues identified. The Air Transport Section had developed a five-year business plan, with strategic goals and objectives, key related actions and success criteria for its functions. The Section: (a) was reviewing specifications, invitations to bid and statements of work related to procurement actions; (b) had implemented procedures to ensure the aircraft acquired provided necessary flexibility to missions; and (c) was at the advanced stages of developing information technology tools for providing prompt and reliable reports to the management of DFS on the implementation of the aviation programme. However, DFS needed to: (a) strengthen the structure and reporting lines of the Section; (b) ensure that the Section prepared a work plan that contained activities and target dates for completion; (c) streamline and reprioritize the activities of the Section to ensure that they are focused on important risk management aspects of air operations; (d) improve procedures for the oversight of field missions' air operations; and (e) expedite the implementation of a comprehensive aviation quality management system.

13. The initial overall rating was based on the assessment of key controls presented in Table 1. The final overall rating is **partially satisfactory** as implementation of six important recommendations remains in progress.

¹ A rating of “**partially satisfactory**” means that important (but not critical or pervasive) deficiencies exist in governance, risk management or control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Table 1: Assessment of key controls

Business objective	Key controls	Control objectives			
		Efficient and effective operations	Accurate financial and operational reporting	Safeguarding of assets	Compliance with mandates, regulations and rules
Effective management of air operations in DFS	(a) Risk assessment and planning	Partially satisfactory	Satisfactory	Partially satisfactory	Partially satisfactory
	(b) Oversight	Partially satisfactory	Partially satisfactory	Satisfactory	Partially satisfactory
FINAL OVERALL RATING: PARTIALLY SATISFACTORY					

A. Risk assessment and planning

Air Transport Section organizational structure needed to be reviewed and strengthened

14. The Secretary-General’s Bulletin on the organization of DFS dated March 2010 provided that the Air Transport Section was part of the Transportation and Movements Service of the Logistics Support Division and the Chief of the Section reported to the Deputy Director/Chief of the Transportation and Movements Service who was accountable to the Director of the Logistics Support Division. The Director of the Logistics Support Division reported directly to the Under-Secretary-General of DFS.

15. For more than three years, the Air Transport Section had operated outside of the Logistics Support Division. The Section had operated under a structure where the Head of Section reported directly to the Assistant Secretary-General of DFS on strategic matters and, for operational matters, through the Director of DFS (“Cross Cutting”), a temporary position in DFS at the D-2 level. The temporary D-2 position was established by DFS as part of the 2012/13 Support Account budget for peacekeeping operations to coordinate the delivery of support services to peacekeeping operations and fulfil functions not being carried out owing to a lack of resources at the appropriate high level. DFS attributed the temporary reporting arrangement to the increased complexity and volume of air operations and the leadership gap resulting from the vacancy of positions of the Director of the Logistics Support Division at the D-2 level effective November 2012 and the Chief of the Air Transport Section at the P-5 level effective June 2013.

16. The temporary structure impacted on the effective leadership of the Air Transport Section and hence its ability to effectively implement some of its mandated activities as demonstrated in various observations below. It also resulted in overlapping of the responsibilities of the Section and the newly created Strategic Transportation Service as the latter subsumed responsibility for planning and procuring short-term air services and providing related support to missions while the Section retained similar responsibilities in respect of long-term air charter services.

(1) DFS should take appropriate steps to strengthen the organizational structure and reporting lines of the Air Transport Section to ensure effective and efficient management of air operations.

DFS accepted recommendation 1 and stated that it had upgraded the position of the Chief of Air Transport Section from P-5 to D-1 and the new Chief of the Section assumed duty on 7 October 2014. DFS also stated that with the filling of the positions of the Director of Logistics Support

Division and the Chief of Section, the Section now reports to the Director of the Logistics Support Division. Based on the action taken by DFS, recommendation 1 has been closed.

Planning of Air Transport Section's activities needed to be improved

17. According to the Secretary-General's Bulletin on the organization of DFS, the Air Transport Section was required to plan its activities to ensure it provided adequate strategic guidance and support to field missions in translating aviation requirements into detailed plans for the acquisition of air assets and cost-effective air operations.

18. The Air Transport Section had planned its activities to ensure it provided adequate strategic guidance and support to field missions in translating aviation requirements into detailed plans for the acquisition of air assets and cost-effective air operations. In particular, the Section had developed a five-year business plan for the period from 2012 to 2017, with strategic goals and objectives, key related actions and success criteria for its functions. The Section also developed an acquisition plan and an aviation training programme for 2013/14. All units of the Section developed business plans, which were linked to the overarching business plan for the Section.

19. However, the business and acquisition plans and the training programme were not supported by a detailed plan of activities including a timetable that would facilitate monitoring the implementation of planned activities. For example, the Section had not established a list of missions to be visited, the objectives and timing of such visits or the expected date of completion of its core and critical risk management tasks such as the revision of the outdated Aviation Manual, completion of the DFS Aviation Quality Manual and implementation of a comprehensive quality audit / inspection regime.

20. Inadequate work planning was attributed to lack of effective leadership at the operational level as the position of Chief of the Air Transport Section had been vacant for over a year, and frequent changes of officers-in-charge of the Section. Additionally, much of the focus of the Section was on tasks such as invoice processing and the pre-registration inspection of potential carriers that could be streamlined or reprioritized. For example, 42 per cent of the Section's professional staff were allocated to the Aircraft Management and Contracts Unit that was mainly responsible for requisitioning and certifying aviation invoices; the latter being a function performed by field missions for other goods and services. OIOS was of the view that DFS could reassign the certification of invoices to field missions, as they were the end-users of air services, and responsible for monitoring and conducting vendor performance evaluations. This would free the Section's resources to focus on its core and critical risk management tasks.

(2) DFS should prepare a detailed work plan for the Air Transport Section that includes activities, the related timetable and required resources to ensure that the Section performs its core and critical risk management tasks such as the revision of the Aviation Manual and implementation of a comprehensive quality audit / inspection regime.

DFS accepted recommendation 2 and stated that it would develop a detailed plan that would facilitate the monitoring of activities. Recommendation 2 remains open pending receipt of a work plan that contains activities, timetable and resources for implementing activities.

(3) DFS should streamline and reprioritize the activities of the Air Transport Section to ensure that its resources are focused on important risk management aspects of air operations such as independent monitoring of field activities.

DFS accepted recommendation 3 and stated that it would streamline the invoice processing function through the implementation of a web-based Aviation Information Management System that

would allow the Air Transport Section to analyze performance and reduce the present workload associated with manual verification of invoices. This would allow the Section to focus on important risk management aspects, and reprioritize its oversight role. Recommendation 3 remains open pending receipt of evidence that DFS has streamlined and reprioritized the activities of the Air Transport Section to allow greater focus on important risk management aspects of air operations.

Air Transport Section's review and documentation of air operations planning conducted by field missions required improvement

21. According to the Secretary-General's Bulletin on the organization of DFS, the Air Transport Section was required to provide air assets and related airfield and aviation ground support services of the right type and number to facilitate the execution by field operations of mandated tasks. To address this, the Section was required to: (a) review field missions' planning for all aviation activities; (b) review specifications, statements of work and invitations to bid prepared by field missions; and (c) collaborate with the Procurement Division and field missions on the administration and management of aviation contracts.

22. The Air Transport Section had implemented adequate procedures relating to the planning of aviation activities, procurement of air assets and administration of the related contracts. For example, the Section: (a) supported the planning of five major projects and the resulting acquisition of critical air assets, such as the unmanned aerial systems, for missions as well as aircraft equipped with information technology tools to provide flexibility to missions and lower the cost of air operations; (b) reviewed specifications, statements of work in respect of 35 procurement actions in 2013; and (c) collaborated with the Procurement Division and field missions on the administration of aviation contracts.

23. However, the Air Transport Section was not providing sufficient oversight of field missions' planning of air operations, as it had not identified those field missions that had not prepared aviation support plans. For example, a review of aviation plans of the United Nations Operation in Côte d'Ivoire, the United Nations Stabilization Mission in Haiti, and the United Nations Interim Security Force for Abyei indicated that they had not developed the required aviation support plans; and the African Union-United Nations Hybrid Operation in Darfur aviation support plan was not linked to its current concepts of operations. The lack of adequate oversight of air operations planning resulted in air operations not being cost-effective.

24. Moreover, the Air Transport Section had not established appropriate policies and standard operating procedures for operating some of its new air assets such as the unmanned aerial systems that were acquired and being operated on an experimental basis in three missions. As a result, the missions could not adequately ensure that the crew operating the aerial vehicles met the required qualifications and experience; the aircraft were airworthy and operated in compliance with the regulations of the respective national authorities. As an interim measure to address this, the Section had developed a checklist to guide field missions in inspecting unmanned aerial systems.

(4) DFS should implement adequate procedures to ensure that the Air Transport Section conducts adequate oversight of the planning of field missions' air operations and that the results are properly documented.

DFS accepted recommendation 4 and stated that it would establish a comprehensive business process that would support the development/review of concept of operations, budgeting, procurement, utilisation and performance management reporting with benchmarks developed for acquisition, budgeting and utilisation. Recommendation 4 remains open pending receipt of a copy of the updated procedures for DFS oversight of aviation planning and air operations in field

missions.

- (5) DFS should establish appropriate policy and standards in the Aviation Manual to govern the use of new air assets such as the unmanned aerial systems.**

DFS accepted recommendation 5 and stated that it would establish appropriate policy and standards to govern the use of new technologies, such as the unmanned aerial systems. Recommendation 5 remains open pending receipt of a copy of the policy and standards developed to govern the use of new technologies.

B. Oversight

Adequate aviation quality management system was required

25. The DPKO/DFS Aviation Manual required the Air Transport Section to ensure services provided by contracted air carriers complied with the United Nations aviation policy. To implement this requirement, the Manual required field missions to monitor and evaluate vendors' performance and conduct quality inspections/audits. The Section was required to: (a) implement procedures to ensure field missions complied with the requirements for vendor performance evaluation and quality inspection/audit; and (b) conduct independent monitoring and quality inspections/audits through field visits; and (c) document and analyze the results of inspections/audits and evaluations to ensure corrective actions were taken by DFS senior management to eliminate the causes of unsatisfactory performance.

26. Field missions had, except as indicated below, complied with the requirement to monitor and evaluate the performance of vendors, conduct quality inspections/audits and submit the required reports to the Air Transport Section. A review of the DFS carriers' evaluation report database and related supporting documents indicated that field missions had completed and submitted to the Air Transport Section 88 per cent of the 1,561 required performance evaluations for the audit period. These performance evaluation reports included information on all aspects of contracts including aircraft, management, aircrew, missions, and safety and maintenance standards.

27. However, due to the lack of resources, the Air Transport Section had not implemented a comprehensive aviation quality management programme. For example, the Section was not conducting field visits to perform independent monitoring activities and quality inspections/audits. This was impacting on the effectiveness of the aviation quality management programmes and increased the risk of noncompliance by contracted air carriers with the United Nations aviation policy. The Section had drafted an Aviation Quality Manual that included desk procedures they would perform. However, the Manual had not yet been finalized and fully implemented.

28. Furthermore, the Air Transport Section was not documenting and analyzing results of vendor performance evaluations and quality inspections/audits to ensure corrective actions were taken by DFS senior management to address causes of unsatisfactory performance. The Section was preparing periodic performance evaluation reports for some of the larger aircraft; but not all mission aircraft. This was due to lack of adequate information technology tools that would serve as a repository of all aircraft performance and utilization statistics, results of vendor performance evaluations and quality inspections/audits and support reliable aviation performance management and reporting to DFS senior management. DFS was in the process of developing a system called the Aviation Information Management System that was expected to enhance aviation performance management and reporting. The roll-out of the system was delayed mainly due to challenges in collating a large volume from missions and preparing such data to migrate to the system.

- (6) DFS should expedite the implementation of a comprehensive aviation quality management programme that includes adequate procedures in the Aviation Manual for independent monitoring of field activities, analysis of results of vendor performance evaluations and quality inspections / audits conducted as well as corrective actions taken to ensure that air operations are effectively and efficiently managed.**

DFS accepted recommendation 6 and stated that it would support effective implementation of a comprehensive aviation quality management programme system to benefit aviation safety and contract management. DFS was also considering procuring web-based quality management software systems to improve management of air operations and to ensure conformance to the Standards and Recommended Practices of the International Civil Aviation Organization and the United Nations. Recommendation 6 remains open pending receipt of evidence that a comprehensive aviation quality management system has been implemented.

A robust aviation training programme was required

29. The DPKO/DFS Aviation Manual required the Air Transport Section to execute training modules and standardize and oversee all aviation training. The Section was also required to issue annually an aviation training programme to provide missions with updated information on available and recommended training courses. Missions were required to submit to the Section their training recommendations for record-keeping, and the Section was required to maintain a database of training conducted.

30. The Air Transport Section had prepared a training programme for 2013/14 and provided training to mission-nominated aviation staff on subjects such as aviation quality inspection/audit. However, due to the lack of resources, it did not implement the training programme and had not maintained records and a database of training undertaken by mission aviation staff. These resulted as the Section had not implemented adequate oversight procedures related to training activities of field missions.

31. The inability of the Air Transport Section to implement its training programme and monitor aviation training activities in the missions precluded it from ensuring that missions had adequate specialized skills for air operations.

- (7) DFS should maintain up-to-date records of aviation training conducted in field missions and use such records when assessing the training needs of aviation staff.**

DFS accepted recommendation 7 and stated that it would reestablish records of aviation training, which were discontinued due to a lack of resources and other operational priorities. Recommendation 7 remains open pending receipt of evidence that records of aviation training had been reestablished.

IV. ACKNOWLEDGEMENT

32. OIOS wishes to express its appreciation to the Management and staff of DFS for the assistance and cooperation extended to the auditors during this assignment.

(Signed) David Kanja
Assistant Secretary-General for Internal Oversight Services

STATUS OF AUDIT RECOMMENDATIONS

Audit of air operations in the Department of Field Support

Recom. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
1	DFS should take appropriate steps to strengthen the organizational structure and reporting lines of the Air Transport Section to ensure effective and efficient management of air operations.	Important	C	Action taken.	Implemented
2	DFS should prepare a detailed work plan for the Air Transport Section that includes activities, the related timetable and required resources to ensure that the Section performs its core and critical risk management tasks such as the revision of the Aviation Manual and implementation of a comprehensive quality audit / inspection regime.	Important	O	Receipt of a work plan that contains activities, timetable and resources for implementing activities.	Second quarter 2015
3	DFS should streamline and reprioritize the activities of the Air Transport Section to ensure that its resources are focused on important risk management aspects of air operations such as independent monitoring of field activities.	Important	O	Receipt of evidence that DFS has streamlined and reprioritized the activities of the Air Transport Section to allow greater focus on important risk management aspects of air operations.	Third quarter 2015
4	DFS should implement adequate procedures to ensure that the Air Transport Section conducts adequate oversight of the planning of field missions' air operations and that the results are properly documented.	Important	O	Receipt of a copy of updated procedures for DFS oversight of aviation planning and air operations in field missions.	Third quarter 2015
5	DFS should establish appropriate policy and standards in the Aviation Manual to govern the use of new air assets such as the unmanned aerial systems.	Important	O	Receipt of a copy of the policy and standards developed to govern the use of new technologies.	First quarter 2015
6	DFS should expedite the implementation of a comprehensive aviation quality management	Important	O	Receipt of evidence that a comprehensive aviation quality management system has been	Third quarter 2015

² Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

³ Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

⁴ C = closed, O = open

⁵ Date provided by DFS in response to recommendations.

STATUS OF AUDIT RECOMMENDATIONS

Audit of air operations in the Department of Field Support

Recom. no.	Recommendation	Critical ² / Important ³	C/ O ⁴	Actions needed to close recommendation	Implementation date ⁵
	programme that includes adequate procedures in the Aviation Manual for independent monitoring of field activities, analysis of results of vendor performance evaluations and quality inspections / audits conducted as well as corrective actions taken to ensure that air operations are effectively and efficiently managed.			implemented.	
7	DFS should maintain up-to-date records of aviation training conducted in field missions and use such records when assessing the training needs of aviation staff.	Important	O	Receipt of evidence that records of aviation training had been reestablished.	Third quarter 2015

APPENDIX I

Management Response

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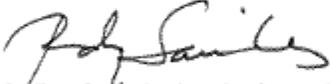
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TO: Ms. Eleanor Burns, Director,
A: Internal Audit Division, OIOS

DATE: 17 December 2014

THROUGH: ,
S/C DE:

REFERENCE: UNHQ-AR-BOI-Memo-2-
2014-3003


FROM: Rudy Sanchez, Acting Assistant Secretary-General,
DE: Department of Field Support

SUBJECT: **Audit of air operations in the Department of Field Support (Assignment
OBJET: No. AP2013/615/02)**

1. I refer to your memorandum dated 1 December 2014 regarding the above-mentioned audit. We note that OIOS has substantially taken our comments provided on 30 October 2014 into account. Nevertheless, the Department is providing additional comments on the recommendations contained in the draft report as Appendix I.
2. Thank you for the opportunity to comment on the draft report. We stand ready to provide any further information that may be required.

Cc: Ms. Cynthia Avena-Castillo

Management Response

Audit of air operations by the Department of Field Support

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
1	DFS should take appropriate steps to strengthen the organizational structure and reporting lines of the Air Transport Section to ensure effective and efficient management of air operations.	Important	Yes	USG, DFS	Implemented	DFS wishes to clarify that during the past two years it has achieved significant improvement in the area of military aviation, including reduced gap, successful negotiations of the reimbursement rates, introduction of the new reimbursement methodology, engagement of advanced assets and technologies. It has also improved the efficiency and effectiveness of the utilisation of air assets, introduced requirements for more sophisticated equipment and as such increased aviation safety. Moreover, the Department has introduced a new information management system and procurement methodology. Furthermore, DFS revisited the temporary arrangements that were in place. The Air Transport Section now reports to the Director of the Logistics Support Division. Other comments of the Department are reflected in the draft report.
2	DFS should prepare a detailed work plan for the Air Transport Section that includes activities and related timetable and allocate resources in its budget to ensure	Important	Yes	Chief, ATS	Second quarter of 2015	DFS' comments are reflected in the draft report. The Department does not have any further comments.

¹ Critical recommendations address significant and/or pervasive deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance cannot be provided regarding the achievement of control and/or business objectives under review.

² Important recommendations address important deficiencies or weaknesses in governance, risk management or internal control processes, such that reasonable assurance may be at risk regarding the achievement of control and/or business objectives under review.

Management Response

Audit of air operations by the Department of Field Support

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	that core tasks such as the revision of the Aviation Manual and implementation of a comprehensive quality audit / inspection regime.					
3	DFS should streamline and reprioritize the activities of the Air Transport Section to ensure that its resources are focused on important risk management aspects of air operations such as independent monitoring of field activities.	Important	Yes	Chief, ATS	Third quarter of 2015	DFS' comments are reflected in the draft report. The Department does not have any further comments.
4	DFS should implement adequate procedures to ensure that the Air Transport Section conducts adequate oversight of the planning of field missions air operations and that the results are properly documented.	Important	Yes	Chief, ATS	Third quarter of 2015	DFS' comments are reflected in the draft report. The Department does not have any further comments.
5	DFS should establish appropriate policy and standards in the Aviation Manual to govern the use of new air assets such as the unmanned aerial systems.	Important	Yes	Chief, ATS	First quarter of 2016	DFS' comments are reflected in the draft report. The Department does not have any further comments.
6	DFS should expedite the implementation of a comprehensive aviation quality management programme that includes adequate procedures in the Aviation Manual for independent monitoring of field activities, analysis of results of vendor performance evaluations and quality inspections / audits conducted as well as corrective actions taken to ensure that air operations are effectively and efficiently managed.	Important	Yes	Chief, ATS	Third quarter of 2015	DFS' comments are reflected in the draft report. However, the Department requests that the second sentence of paragraph 35 should be deleted from the report.
7	DFS should maintain up-to-date records of aviation training conducted in field	Important	Yes	Chief, ATS	Third quarter of 2015	DFS' comments are reflected in the draft report. The Department does not

APPENDIX I

Management Response

Audit of air operations by the Department of Field Support

Rec. no.	Recommendation	Critical ¹ / Important ²	Accepted? (Yes/No)	Title of responsible individual	Implementation date	Client comments
	missions and use such records when assessing the training needs of aviation staff.					have any further comments.

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