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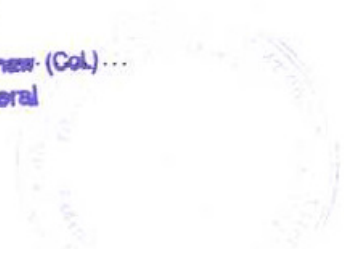Air Navigation Regulation Directorate Training Program

Date February, 2014

APPROVAL PAGE

This Air Navigation Regulation Directorate Training Program has been prepared by Air Navigation Reregulation Directorate to assist the effort of the Ethiopian Civil Aviation Authority to maintain the provision of effective Air Navigation Services with in Ethiopia airspace.

It is important to note that the Air Navigation Regulation Directorate Training Program improves the safety of Air Navigation Services in Ethiopia.

The Director General of the Ethiopian Civil Aviation Authority has here by approved the Air Navigation Regulation Directorate Training Program on February, 2014 to be used as guidance to Air Navigation Reregulation Directorate.

Approved by .... for Woisanyetsh Haregnew (Col.) ...
Director General

Date   February, 2014

Record of Amendments		
No	**Date**	**Description**
1	**June 2016**	**New QMS numbering**

CHAPTER 1

1.1 PROGRAM ADMINISTRATION

1.1.1 The purpose of this chapter is to provide guidance for the:

  ❖ Availability of the program.

  ❖ Compliance with this program.

  ❖ Revision of the program.

1.2 Source Program for Air Navigation Regulation Directorate (ANRD) Personnel

  A. This program is a source program regarding the:

  • Air Navigation Regulation Directorate, and

  • Their qualification to perform as inspectors.

  B. The guidance in this program has precedence over any other ANRD and personnel qualification to their assignments…

1.3 Availability of the Program

  A. This program will be available to ANRD in hard copy and with ECAA portal links.

  B. printed copy will also be maintained in the Technical Library, and Human Resources Management.

1.4 Compliance with the Program

  A. Each assigned user must comply with procedures provided in this program.

  B. If the users identify any procedure that might not be consistent with requirements, that information should immediately be communicated to Air Navigation Regulation Directorate.

1.5 Maintenance and Ownership of the Program

  A. ANRD must be maintaining the program in current status by the assigned user in accordance with the procedures specified in this Chapter.

  B. The training program is considered to be the property of the Air Navigation Regulation directorate and must be relinquished to the Aviation Regulation in

consultation with the Director General of ECAA in the event of the user's retirement, termination, and transfer or contract termination.

C. The content of the program is managed and updated by the Air Navigation Regulation Directorate and is the express property of the authority.

1.6 Inserting Revisions to the Program

1.6.1 Formal Program Revision

- A page and text revision package (formal revision) will be issued with a revision number, highlights of the revision and include page insertion and replacement information.
- These Revision packages will include the appropriate revisions to the list of effective pages (LEP) and the insertion of the revision will be recorded by the user in the record of Revision.
- The issue page with the highlights of the revision and page insertion and replacement will be discarded after insertion of the revision(s).

1.6.2 Distribution & Insertion of Revisions

Revisions will be forwarded to all entities on the distribution list. The user of this program is required to confirm receipt and update. A revision may be inserted and recorded as soon as it is received.

1.6.3 Insertion of List of Effective Pages (LEP)

A. The LEP will be issued for the original and all revisions to this program.

B. The LEP is the controlling reference for the page currency of the program.

C. Use the LEP to verify that all pages of the program are current.

D. Only the most current LEP page(s) should be retained in the program.

E. The replaced LEP page(s) will be discarded before inserting the revised LEP page(s).

1.6.4 Identifying Revisions

1.6.4.1 Summary Page

A. Each revision contains a summary page that reflects important information concerning the revision.

B. An "action" Page number and summary column contain pertinent information to follow when inserting revision pages.

1.6.5 Recording Revision Insertion

To indicate review and insertion of a revision, the user must record the revision's effective date and their initials after the appropriate revision number on the Record of Revisions page located in the front of the program.

1.6.6 Disposal of Pages

A. The program holder must destroy and discard obsolete pages and insert the new revision Summary pages/revisions checklist.

B. Verify that all out-of-date pages are irretrievably destroyed by shredding, cutting, tearing or some other form of destruction, such that the information cannot be successfully pieced together.

1.7 Proposing Revision to this Program

The program holder must not discard pages other than his/her office such as in hotel, airport or other public area trash receptacles.

1.7.1 Suggesting Revision Content

Any user of this program may propose changes to the program text. This proposal should be addressed to ANRD by:

Completing the "Comment Report" form that is included in the front of this program immediately following the Record of Revision and submitting it to the Air Navigation Regulation Director

1.7.2 Revision Responsibilities

A. ECAA employee accomplishing any duties that are enclosed by the procedure of this program must accomplish them in accordance with these Procedures.

B. Air Navigation Regulation Directorate is responsible for the content of the program and the authority to revise it as necessary.

C. Any employee that finds it necessary to depart from the procedure of this program in order to properly accomplish the task must report this occurrence to Air Navigation Regulation Directorate in written.

1.8 Editing Conventions

The following editing conventions apply to the use of certain specific terminology within the text:

Gender: In this program, the male or female gender may be used in a generic sense to designate both sexes.

Will, Shall and Must: The words "will," "shall," and "must" are used in an imperative sense to state the requirement to accomplish the act prescribed. Compliance is mandatory.

May: The word "may" is used in a permissive sense to state authority or permission to do an act. Compliance is not mandatory.

Includes: The word "includes" means "includes, but is not limited to…"

Refer to: Where further discussion or reference is suggested, the notation "Refer to…" directs the reader to material located in another paragraph, chapter or program. In these cases, the referenced location should be specific as to program, chapter and paragraph.

Rules and Standards: Where used in this program, this acronym will be an abbreviation for the ECAA Rules and Standards.

1.9 Use of Notes

These additions to the text are used to highlight or emphasize important points when necessary. They call attention of the user about safety and precautionary or additional information.

Acronyms Used in this Program

1) AIS — Aeronautical Information Service
2) ANRD — Air Navigation Regulation Directorate
3) ATO — Approved Training Organization
4) ATS — Air Traffic Services
5) CNS — Communication Navigation and Surveillance
6) COM — Aeronautical Communication
7) D/D/G/AR — Deputy Director General Aviation   Regulation
8) DG — Director General
9) ECARS — Ethiopian Civil Aviation Rules and Standards
10) ECAA — Ethiopian Civil Aviation Authority
11) ECATC — Ethiopian Civil Aviation Training Center
12) FAA — Federal Aviation Administration
13) ICAO — International Civil Aviation Organization
14) LEP — List of Effective Pages
15) MET — Aeronautical Metrological Service

CHAPTER 2

2.1 Technical Qualification

This chapter provides an overview of the procedures that are used by Air Navigation Regulation to initially qualify, maintain and upgrade the inspectors used in its safety oversight programs.

2.2 ICAO Contracting State Obligations

2.2.1 General

The concept of "qualified" inspectors to perform evaluations and inspections on behalf of the Ethiopian Civil Aviation Authority in the implementation of its aviation oversight role is well documented in ICAO publications.

2.2.2 ICAO DOCUMENT 9734-A

(1) ICAO guidance states that inspector's qualifications and training is one of the critical elements of a State's aviation oversight system. That critical element (CE-4) is provided in ICAO Document 9734, Part A chapter 3.

(2) The qualification concepts included in that critical element are further expanded in the document to include:

❖ Pre-employment qualification & experience

❖ Initial training

❖ Recurrent (periodic) training

❖ Refresher training

❖ Seminars and workshops

(3) In particular, ICAO specifies that it is essential for this training include subjects in:

❖   ECAA Regulation;

❖   Inspector skills

❖   Inspector knowledge

❖   Inspector duties and responsibilities

❖   Procedures for implementation of requirements

❖ Procedures for enforcement of requirements

2.2.3 Qualified Inspectors

2.2.3.1 «The Air Navigation Regulation inspectors shall require to complete initial and recurrent training in relevant technical subjects and in skills necessary to effectively accomplishes their task and continued surveillance tasks."

A. Operational and technical experience similar to those they are to inspect shall establish qualification requirements to ensure that its inspectors have operational or technical work experience and training compatible with those activities they are required to inspect/audit.

B. Additional training as necessary to qualify the inspector to accomplish their assigned tasks

2.3 ROLES & RESPONSIBILITIES

2.3.1 Director-General

With respect to qualification of inspectors, the Director General has the overall responsibility for the provision of qualified inspectors to implement the ECAA aviation oversight program. His responsibilities include:

❖ Provision of adequate qualified staff to ensure the fulfillment of State requirements and International obligations.

❖ Ensure that the budget submitted by the Aviation Regulations Directorate will fully support the requirements for the qualification of the inspectors.

❖ Ensure that adequate resources are provided to the Aviation Regulations Directorate to fully implement the qualification program for its inspectors.

❖ Approve and fund training activities necessary to this qualification program.

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❖ Negotiate and oversee national agreements and contracts with government and commercial training vendors.

2.3.2 Deputy Director General, Aviation Regulation

2.3.2.1 With respect to qualification of inspectors, D/D/G Aviation Regulation is responsible to ensure that the inspectors are properly qualified for the tasks they are assigned to do, including:

❖ To have highly qualified individuals to serve as inspectors in the aviation oversight program.
❖ Provision of leadership and direction to support the Aviation Regulations Directorate qualification program.
❖ Ensure the development of a highly skilled and qualified work force.
❖ Ensure that an on-going OJT program is being administered in **each Directorate**.
❖ Hold directors accountable for ensuring that employee work assignments and schedules allow for sufficient time for employees to fully participate in and complete training requirements.
❖ Notify the DG ECAA regarding changes in training requirements, specify new training needs not previously identified, and relinquish training resources that no longer apply.

2.3.3 Air Navigation Regulation Director

2.3.3.1 With respect to qualification of inspectors, Director play a key role in assessing gaps between oversight obligations/responsibilities and actual workforce skills, identifying developmental needs, prioritizing training needs, certifying the accomplishment of learning objectives and fostering on-the-job development. This will include:

❖ Ensure that employee work assignments and schedules allow sufficient time for employees to fully participate in and complete training requirements.
❖ Notify ECAA D/D/G Aviation Regulation regarding changes in training requirements, specify new training needs not previously identified, and relinquish training resources that no longer apply.

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❖ Foster a work environment conducive to the success of the training program.
❖ Communicate regularly with employees regarding the status of training requirements and employee progress in meeting requirements.
❖ Arrange for formal training courses that are required for each inspector.
❖ Schedule On-the-Job-training events.
❖ Logistics associated with training events.
❖ Ensure the conduct of on-the-job-training events.
❖ Advice D/D/G Aviation Regulation to provide Recognition when training has been completed.
❖ Update ECAA computer database for each qualification and training event.

2.3.4 Air Navigation Regulation Inspectors

2.3.4.1 With respect to qualification of inspectors, the individual employee must take a proactive role in ensuring that they are qualified for the job tasks that they are to perform. This will included:

❖ Collaborate with directorate to identify personal training needs.

❖ Communicate with the director and peers to plan training activities.

❖ Actively participate in training activities.

❖ Conduct periodically audit and audit follow-up to identify weakness in the Documentation; Operational processes and procedures for the purpose of improving the air transport service provision.

❖ Set requirements for the development of the necessary manuals, plans of operation, maintenance of personnel training records and implementation of training programs for ANS employees.

❖ Prepare and update guidance materials, Inspection checklist, Procedure handbook and other documents.

❖ Ensure the implementation of systematic management of the risks with in Air Navigation services provider by conducting audit and

audit follow up and by giving qualified recommendation on the findings to achieve high levels of safety.

❖ Provide feedback and evaluation regarding the effectiveness of the training program.

NOTE

Inspectors must recognize and take advantage of opportunities, whether on the job, outside of work, or in formal training, to develop expertise required by changing job requirements.

Chapter 3

3.1 RECORDS OF QUALIFICATION OF INSPECTORS

3.1.1 This chapter provides guidance for the collection and maintenance of qualification records for inspectors of Air Navigation Regulation Directorate.

3.2 GENERAL

The technical decisions made by qualified inspectors must be based on national and international standards and relevant practices. Air Navigation inspectors that authorize special approvals for air navigation and aeronautical metrological services can have far-reaching effects in today's world.

3.2.1 Importance of Qualification Records

3.2.1.1 NO RECORD – NOT QUALIFIED the concept of "no record – no qualification" will apply to all inspectors.

3.2.2 Current & Qualified

A. As stated in this program, the inspector must be "qualified" and "current" to perform the task to which he/she is assigned:

"**Qualified**" means the inspector has training or previous experience that relates to the task that is assigned.

"**Current**" means that the inspector has recent training or experience that directly related to the newest methods for the task that is assigned.

B. Any determination of the "qualifications" of the inspector will be based on an assessment of his/her experience, formal training, OJT training or the fact that the task has direct positive transfer of methodology from similar or related tasks.

3.2.3 Qualification takes time & money

3.2.3.1 It is essential to ensure that the Air Navigation Regulations Directorate has qualified inspectors to undertake the inspection/audit processes and make the technical decisions that are required to approve. The qualification process for each inspector will require significant time and money.

NOTE1: All of these experiences (training courses, OJT training, shadowing experiences, etc.) should be carefully documented in the employee's qualification records.

NOTE2: Inspector qualification records represent signification expenditure; it is imperative that ECAA records be complete, up-to-date and retained in a safe place.

3.3 Record-Keeping system

3.3.1 Completion and Retention of Records

A. Air Navigation Regulation Directorate and the training sub-process leader are responsible for ensuring that the qualification records of the inspectors are complete, up-to-date and retained in a safe place.

B. The record person will be responsible for control and retention of these records.

C. The training sub-process leader may allow ~~a~~ inspectors to review his/her official qualification files.

3.3.2 Responsibilities of inspectors

A. Each inspector shall make records for training received or conducted.

B After completion of a training course, seminar or specific OJT qualification, the inspectors will ensure that the proof of completion (certificate or OJT record) a record of the completion is contained in his official qualification file.

C. Each inspectors is also responsible for periodically ensuring that his or her official qualification record correctly reflect his/her experience, formal training, OJT training and other qualifying events and seminars.

3.3.3 Secure filing area

3.3.3.1 ECAA and ANRD will have a secure, locking filing cabinet or room with access limited only to the Directors and the assigned records person for the purpose of retaining the official Qualification files of the assigned inspectors.

3.4 CONTENTS OF THE EMPLOYEES QUALIFICATION FILE

3.4.1 The hard-copy qualification file of an inspector shall contain at least:

❖ The employee's up-to-date personal information;

❖ The position assignments for which the inspectors is qualified;

❖ If appropriate to the technical specialty, copies of the licenses and certificates that are pertinent to the employee's technical qualifications;

❖ The employee's resume of pertinent aviation experience before employment with Authority;

❖ The employee's resume of pertinent aviation safety inspector assignments and special projects (after employment with the Authority);

❖ A copy of the completion and/or graduation certificates issued after the formal training;

❖ A listing of all OJT qualification accomplished;

❖ A copy of the current training plan that has been developed and provided to the employee.

3.5 PERTINENT PRE-EMPLOYMENT QUALIFICATION

3.5.1 Experience

3.5.1.1 Each Inspector employed as an inspector is required to have a minimum number of years of experience in the aviation industry.

A. A further breakdown of the employee's aviation experience by specific work experiences demonstrates specialized technical background that may be considered by ECAA Human Recourse Management Process and ANRD for job assignments.

3.5.2 Formal training

A. Pertinent formal training before employment with ECAA may be considered by the Human Recourse Management Process and **ANRD**, when making job assignments involving evaluation and inspection.

B. The inspectors shall provide all pertinent formal training course completion certificates or other proof of completion, including the dates, course titles and training institutions.

C. ANRD and Human Recourse Management Process will make a determination which formal training courses may be inserted into the employee's official qualification file.

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D. These formal training courses will be inserted into the employee's Qualification Record by the assigned Person.

E. ANRD will insert the completion certificates in the employee's official qualification file.

3.5.3 Licenses & certificates

A. Pertinent licenses and certificates held by the inspectors may be considered when making job or training assignments.

B. The inspectors shall provide copies of all pertinent licenses and certificates.

C. The Records Person will insert these licenses and certificates in the employee's official qualification file.

3.6 PERTINENT AFTER-EMPLOYMENT QUALIFICATION

3.6.1 Experience

A The inspectors shall provide to their respective directorate and to the training center a resume of all job assignments after employment as an aviation safety inspector, separating the experience by dates and job assignments.

B. The inspectors shall review and edit their after-employment resume at least once in every 12 calendar months.

C. The after-employment resume of the inspectors will be edited to develop a standardized document presentation for the purpose of insertion in the employee's official qualification file.

D. the Records Person will insert this resume in the employee's official qualification file and in the Human Recourse Management Process Employee Record.

3.6.2 Formal Training

A. Pertinent formal training after employment with ECAA may be considered when making job assignments involving evaluation and inspection.

B. The inspectors shall provide all pertinent formal training course completion certificates or other proof of completion, including the dates, course titles and training institutions.

C. These formal training courses will be inserted into the employee's Qualification Record by the assigned person.

3.6.3 Seminars & other technical briefings

3.5.3.1 Technically pertinent seminars and briefings shall be treated as formal training for the purpose of the inspector's Qualification Record.

3.6.4 Certificates
   A. The receipt or upgrade of an inspector's certificates may be   considered when making job or training assignments.
   B. The inspectors shall provide copies of all certificates that have been upgraded to the Records Person.
   C. The assigned Person will insert these update copies of certificates in the employee's official qualification file.

3.7 COLLECTION & RETENTION OF FORMAL TRAINING RECORDS

3.7.1 Important records

   A. The inspector's qualification file is the most important record for establishing the validity of the technical decisions made by that employee and the authority.

   B. ECAA training center and the inspectors are responsible for the completeness and accuracy of these records.

   C. It is significant that these records be kept secure at all times.

3.7.2 Continue to update the formal training records

   A. It is critical that ANRD training record database be updated to reflect the formal training being received by the inspector.

   B. It is important to ensure that a copy of the training completion certificate issued by the training organization be provided to the respective ANRD and ECATC as soon as possible.

   C. The training sub-process leader will review the completion of document issued by the training institution and authorize the assigned records person to add the formal course to the employee's qualification record.

Chapter 4

4.1 FORMAL TRAINING:

4.1.1 General:

4.1.2 This **chapter** provides guidance initial qualification training for inspectors working as aviation safety inspectors; and continuing qualification to maintain an equivalent level of technical expertise with the aviation industry and civil aviation safety standards

4.2 The training requirements for qualification of inspectors are included in this chapter.

A. It is the policy of ECAA that all inspectors should be qualified by training or experience to conduct the inspections and evaluations assigned to Aviation Regulation.

B. The Air Navigation inspectors will be technically qualified on a parallel basis to the persons in the aviation industry that they are assigned to regulate.

C. No inspector will be obligated to conduct an inspection/audit, evaluation or approval unless the person is technically or otherwise qualified to undertake.

D. No person will be assigned to conduct a task unsupervised unless the Directorate believes that person to be qualified by experience, training or applying positive transfer of knowledge or experience.

4.2.1 The ECAA training centre shall provide continuous training to inspectors to address the training gaps between the Authority requirements and ICAO endorsed courses.

4.2.1.1 The procedure for training gap analysis shall include evaluating:

❖ The endorsed course contents for its applicability
❖ The training material and
❖ The trainee report

Based on 4.2.1 the training centre in coordination with Air Navigation Regulation directorate shall identify the training gap and conduct appropriate training.

4.3 TYPES AND PRIORITIES OF TRAINING

4.3.1 Types of training

Inspectors will be given a variety of training that will include:
- ❖ Formal In-house core training;
- ❖ Inspector initial training;
- ❖ on-the-job-training (OJT);
- ❖ Recurrent training
- ❖ Specialized training

4.4   FORMAL IN-HOUSE INITIAL TRAINING

4.4.1 This formal training is a requirement for all ECAA Inspectors.

A. ECAA will conduct in-house training courses through contracted sources.

B. These courses will consist of a formal review of the Civil Aviation Rules and Standards and ECAA technical guidance materials.

C. A formal completion certificate will be issued to inspector that:

(1) attends at least 85% of the hours allotted to each training course; and a copy of that certificate will be included in ECAA's qualification file for the employee.

(2) Completes the exercises, tests and evaluations included in the course in a satisfactory manner.

4.5 ON-THE-JOB TRAINING

4.5.1 All air navigation inspectors will be included in a formal OJT program that is tracked and signed off by specific job task.

4.5.1.1 The specifics of that OJT program are included in the following chapter.

I. Where possible, OJT for specific tasks will occur following the formal training that is relevant to the particular job task.

II. The implementation of the OJT program and the sign-off for an individual task is considered a "baseline" requirement before the unsupervised performance of that task by an inspector**.**

III.   As an inspector has completed OJT on a specific task and is signed off by the inspector, he/she is considered to be qualified to perform the task.

4.6   NEW CONCEPTS & TECHNOLOGIES

A.   ECAA is responsible to upgrade knowledge, skill and experience of inspectors with new concepts and technologies as these are incorporated into the international aviation environment.

B.   One or more of the inspectors will be encouraged to attend seminars and formal training in these new technologies.

4.6.1 inspector-identified training courses & seminars

4.6.1.1 The ECAA actively supports the participation of its inspectors in industry courses and seminars to maintain and enhance their qualifications.

❖ It is the inspector's responsibility to submit a written request for any training course that are either necessary or could enhance their qualifications.
❖ Those courses or seminars that can be substantiated to have immediate benefit for improvement of the ECAA's capability and credibility will be obligatory.
❖ Those determined to enhance the qualifications of the inspector, but not immediate benefit to the ECAA will be scheduled as less obligatory.

4.7   INITIAL TRAINING

4.7.1   Air traffic services and Search and rescue
❖ Aerodrome Air Traffic Controller
❖ Approach Air Traffic Controller Radar and Procedural
❖ Area Air Traffic Controller Radar and Procedural
❖ Basic computer course

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❖ Aeronautical Search and Rescue
❖ Search and Rescue Administrator
❖ Auditing techniques

4.7.2 AERONAUTICAL INFORMATION SERVICE INSPECTORS
❖ Basic Aeronautical Information Service
❖ Junior AIS
❖ Basic computer course
❖ Air Traffic Message Handling System (AMHS)
❖ Cartography and Surveying

4.7.3 COMMUNICATION, NAVIGATION AND SURVEILLANCE INSPECTOR
4.7.3.1 COMMUNICATION
❖ Transistor Techniques & Solid State Application
❖ AMHS Technical Course
❖ Basic computer course
❖ Auditing techniques
❖ HF/VHF communication equipment
❖ VSAT Communication
4.7.3.2 NAVIGATION AND SURVEILLANCE
❖ VOR / DME
❖ ILS
❖ VHF/HF
❖ Micro processer
❖ Semi-conductor and
❖ Digital device

4.**7**.4 Aeronautical comm. Operation inspector

❖ Basic Aeronautical communication operation Course
❖ Aeronautical message handling Supervisory Course
❖ Basic computer course
❖ Auditing techniques
❖ AMHS operational Course

4.7.5 AERONAUTICAL METEOROLOGICAL INSPECTOR

- ❖ Assistant Meteorologist course   (WMO Class III)
- ❖ Forecaster Meteorological Course (WMO Class II)
- ❖ Meteorological Observer course (WMO Class IV personnel)
- ❖ Basic computer course
- ❖ Auditing techniques

4.7.6 Instrument Flight procedures construction Inspector

- ❖ Aerodrome Air traffic controller
- ❖ Approach Controller Procedural/Radar
- ❖ Area controller Procedural/radar
- ❖ Basic PANS/OPS
- ❖ AutoCAD Application
- ❖ Auditing Techniques

4.7.8 Aeronautical cartography inspector

- ❖ Basic Aeronautical Information Service or Aerodrome Air traffic controller
- ❖ Mapping And Geo-Information

4.8   SPECIALIZED TRAINING

4.8.1 Air Traffic Services and Search and Rescue

- ✓ Quality Mgt. systems for ATS
- ✓ Air traffic services inspector
- ✓ Accident prevention and investigation
- ✓ Human Factors Principles for Air traffic controllers

4.8.2 Aeronautical Information Service Inspectors

- ✓ Integrated Safety Management Course
- ✓ Quality Mgt. systems for AIS
- ✓ Safety management system
- ✓ AIS to AIM Course
- ✓ Human Factor for Operational Personnel

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4.8.3 Communication, Navigation and Surveillance Inspectors

4.8.3.1 COMMUNICATION

- ✓ Human factors
- ✓ Quality Mgt. systems for ANS
- ✓ Safety management system
- ✓ ADS-B, Radar

4.8.3.2 Navigation and Surveillance
- ✓ ADS-B,
- ✓ Radar Human factors
- ✓ Quality Mgt. systems for ANS
- ✓ Safety management system

4.8.4 Aeronautical Com. Ops inspector

- ✓ Safety management system
- ✓ Safety Oversight Managers

4.8.5 Aeronautical Meteorological Inspector

- ✓ Safety over sight inspector course for metrology
- ✓ Quality management system for Aeronautical Met
- ✓ Hazardous weather to aviation
- ✓ Weather risk management system

4.8.6 Instrument Flight Procedures Design Inspector

- ✓ Quality Management System
- ✓ Advanced PBN Implementation
- ✓ Advanced PANS/OPS
- ✓ Automated IFPD/Soft ware
- ✓ PANS/OPS refresher course

4.8.7 Aeronautical Cartography Inspector

- ✓ Aeronautical cartography
- ✓ Digital cartography

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4.9 RECURRENT TRAINING

4.9.1 The Authority should arrange to give recurrent training to all inspectors' at least every two year. In addition to the initial training and specialized training, recurrent training should be provided for all Inspectors, in order to maintain their knowledge, skill and attitude. Refresher training must also comprise the following:

1. ECAA proclamation, Rules and Standards and organization policies and procedures as Amended:

2. ANR Inspector Handbook, and other relevant directives and guidance material as developed amended:

3. Surveillance training in a period not to exceed three years.
   ✓ Auditing techniques

4.10 STRUCTURED ON-THE-JOB TRAINING

4.10.1 GENERAL

A. Where possible, OJT for specific tasks will occur following the formal training that is relevant to the particular field.

B. The implementation of the OJT programme and the sign-off for individual fields is considered as a basic requirement before the unsupervised performance of an inspector.

C. An inspector who has completed OJT on a specific task and is signed off by the inspector is considered to be qualified to perform the job.

4.10.1.1 BASELINE INITIAL OJT

All inspectors will be included in a structured OJT baseline programme that is tracked and signed off by specific job task.

4.10.1.2 COMPREHENSIVE QUALIFICATION OJT

Certain closely related job tasks will be completed as a block shortly after the Inspector graduates from formal training that includes the generic knowledge and guidance for the conduct of those tasks.

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4.10.1.3 SPECIALIZED OJT

Before use in certain areas of specialization, inspectors must complete OJT in the tasks specified for the area of specialization.

4.11 OTHER NECESSARY TRAINING

The ECAA has also identified courses as being given for inspectors:
- Communication skills
- Enforcement and compliance procedures course
- Quality assurance

4.12 Courses & Seminars by International Organizations

4.12 The ECAA has also identified the following training seminars/courses as essential to maintain at least an inspector with background in these areas.
- ➢ Safety Oversight Concepts
- ➢ Civil Aviation Safety Oversight
- ➢ ICAO Integrated Safety Management Course
- ➢ GNSS-SBAS concept and practice

CHAPTER 5

5.1 ON-THE-JOB TRAINING & QUALIFICATION

This chapter describes the OJT programme methodology that should be applied by the Aviation Regulation Directorate for the continuing qualification of its inspectors.

5.1.1   BACKGROUND

A.   The primary objective of OJT programmes is to qualify ATS and SAR, AIS and COM, Ops, CNS, IFPD and MET inspectors for immediate assignment to their duty.

B.   Baseline OJT programmes were developed specifically for those inspectors qualification. These programmes have been adopted as the initial OJT training plans for the ANRD inspectors.

5.2   GENERAL

A.   The baseline OJT programmes contained in appendices to this chapter shall be the focus of future new-hire inspector qualification.

B.   Revisions to the baseline programmes will be permitted with the approval of the ECAA Director.

C.   All OJT training will be recorded in the ECAA Action database by the   inspectors and their instructors.

D.   All OJT completion shall be recorded in the Qualification Record database.

5.3 OJT CONFIGURATION

5.3.1 TASK STRUCTURE AND ASSIGNMENT

A. The OJT process will introduce tasks that are categorized first by:

❖ Job specialty;
❖ Duty (e.g. Inspection, Safety Issue Resolution, Investigation, Surveillance, Evaluation, etc.);
❖ Function (e.g. Inspect Air Navigation equipments in the office and in the field)

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❖ If any of the tasks listed, in any category, are not performed in a trainee's specific environment, they should not be included in the individual's training plan.

Note: *The* Air Navigation Regulation Director *will decide on which tasks an employee needs training and the decision should be based on the employee's work assignment.*

5.3.2 RESTRICTIONS

A. Assigning a new employee an inspector's credential does not require completing all tasks in OJT. The required tasks will depend on the employee's work assignment.

B. Completing OJT is not tied to promotions. There may be some tasks that an employee never has to complete because his/her work assignments do not include those tasks.

5.4 TRAINING STRUCTURE

A. The Training Structure of the ANRD OJT Programme follows a logical progression of adult learning by using 3 Levels.

- Level I – Knowledge

- Level II – Understanding

- Level III – Performance

B. Any task assigned to a trainee will be trained to all three levels unless otherwise deemed unnecessary. This means that OJT Levels I and/or II may be credited when the trainee has completed applicable forms of training elsewhere, such as classroom training or computer-based training. Both formal training and OJT are integral parts of a well-developed training programme and should be scheduled to complement each other.

5.6 ROLES AND RESPONSIBILITIES

This section describes the roles and responsibilities of those involved in the OJT programme.

5.6.1 DEPUTY DIRECTOR GENERAL AVIATION REGULATION

1. Implementing the provisions of the OJT Programme training requirements for all trainees whom direct supervisory oversight is provided.

2. Meeting their obligations as outlined in this chapter.

3. Ensuring that trainees begin their OJT Programme as soon as possible after their date of employment.

4. Forecasting and informing the ECAA Director General of employee's OJT needs on a periodic basis so that management may determine the necessary resources for the programme.

5. Update the standardized, baseline tasks for each position in which each trainee will be held accountable and for which tasks will require OJT depending on his/her work assignments.

6. Authorizing OJT levels of credit granted to an employee.

7. Assuming the role of mediator and decision-maker when there are OJT problems and/or disagreements involving OJT instructors and inspector trainees.

Notes:

- *Completion of formal training is not a prerequisite to OJT Instruction.*
- *Credit may be given for previous training or work experience.*

5.6.2 Air Navigation Regulation Director

The Director shall be responsible for:

1. Meeting with each employee to develop an OJT Plan.
2. Deciding when OJT is conducted, including start and end time, as well as the amount of time required for completing OJT training on specific tasks.
3. Reviewing with each OJT instructor, on a regular basis, the progress of assigned trainees and initiating any corrective action necessary to improve performance

and/or training deficiencies.

4. Attending the review meeting and if satisfied with trainee's performance, signing off that the trainee has successfully completed the tasks discussed.

5. Recommending to the D/D/G Aviation Regulation those experienced employees who may be qualified to serve as OJT instructors and providing feedback on OJT instructor performance evaluations, including recommending removal of authorization as an OJT instructor

6. Evaluating OJT instructor performance annually based on feedback from trainees and Trainees' performance.

7. Acting upon feedback from trainees concerning the OJT Programme. Either resolve the situation at their level or ensure that the information is forwarded to whoever can act on the feedback.

8. Updating the trainee's training plan into the CAA database.

5.6.3   OJT INSTRUCTOR

The OJT instructor shall be responsible for:

1. Completing the OJT training with satisfactory performance.
2. Obtaining authorization from the D/D/G Aviation Regulation Director. Ensuring that OJT instruction is consistent with applicable Rules and Standards and practices.
3. Following ECAA standardized procedures and methodology.
4. Exhibiting objective, constructive, empathetic, and other behaviors conducive to supporting all OJT trainees.
5. Conducting OJT according to the trainee's individual training plan as developed by the trainee and his/her Director.
6. Assessing the trainee level of knowledge and skill on specific tasks.
7. Providing structured, well-planned, and documented OJT training with stated objectives and expected levels of performance.
8. Communicating with Respective Directors about trainee's progress.
9. Informing appropriate Directors of the trainee's progress via e-mail or other written means, indicating date of completion of OJT in specific tasks and appropriate levels.
10. Ensuring that the trainee has accomplished all elements of OJT instruction associated with a particular task in an acceptable manner before notifying the appropriate Director that the trainee is able to perform the task as required.

11. Notifying the appropriate Director when tasks have been completed.
12. Recording time spent on OJT in file and file forms

Note: *If the appropriate Technical Director accepts prior experience or training for any Level of OJT, that person should be signed off at the accepted levels.*

5.6.4   TRAINEE

The trainee shall be responsible for:

1. Participating with the Director to identify developmental needs and to plan training activities.
2. Requesting OJT credit from the Director for prior training and/or experience.
3. Fulfilling OJT requirements as established.
4. Participating in the feedback process to help ensure continual improvement, including feedback on the performance of the instructor.
5. Participating, in a constructive manner, in its own training progress reviews under this chapter and checking the accuracy of completed tasks during the review meetings.
6. Recording tasks and activities spent on OJT in file.

5.7   IMPLEMENTING OJT PLAN

OJT instructor(s) will be assigned responsibility for completion of specific OJT tasks of the training plan.

5.7.1 SCHEDULING

A. An important part of scheduling OJT is ensuring that sufficient time is allotted to allow the OJT to take place. It's also important to review the scheduling to ensure that the plan established is still reasonable.

B. The trainee and OJT instructor will jointly develop a proposed schedule for providing OJT according to the trainee's approved OJT training plan.

- The Director will ensure that sufficient time is allotted to allow the OJT take place.
- The trainee should take initiative to ensure the planned OJT is provided as needed.

- When practical, the trainee's work programme should be adjusted to accommodate the instructor's schedule.
- If a scheduling conflict arises, the trainee's Director will decide

C. In planning time for OJT, the following should be considered for the different levels of OJT:

- Typically Level I training is mostly a self study effort on the part of the trainee with guided discussion and validation conducted by the OJT instructor afterwards.
- Levels II and III usually involve the actual performance of the task (II performed by the Instructor and III performed by the trainee). A good general guideline is to take the normal amount of time to conduct the task and add 50% of that time to allow for instruction and questions (e.g., a normally one-hour task becomes 1.5 hours for OJT)

D. As this process of scheduling OJT is continuous in nature, the schedule for delivering OJT should be updated as opportunities for OJT on a task unfold.

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APPENDIX 1-

The conduct of evaluations is more complex than the simple "yes/no" of inspections. For evaluations, the trainee must apply knowledge, experience and qualifications to complete these evaluations. It is important that the trainee understand the need to make a conformance evaluation first, before applying technical knowledge

ON-JOB TRAINING EVALUATION FORM

No of OJT inspector	
post	
Training supervisor	
Date training started	
Date OJT Started	
Date OJT finished	

No	Trainee knowledge on the following areas	Very good	good	satisfactory	unacceptable	remark
		6	5	4	3	
1	ECAA Legislation and regulations					
2	Audit techniques course					
3	ICAO Annexes					
4	ICAO Convention					
5	Civil Aviation rules and regulations					
6	Review of Inspectors Handbook					
7	Review of Safety Oversight obligations - USOAP program - State letters - Additional guidance					
8	Development of audit plan					
9	Method of conducting investigation					

10	Coordination with other technical staffs & Inspectors					
	➢ ATS					
	➢ SAR					
	➢ CNS					
	➢ AIS					
	➢ COM					
	➢ MET					
11	Orientation to ECAA organization chart					
12	Review of leave (from work) policies & procedures					
13	Review of work attendance policies & procedures					

APPENDIX 2-

IN-HOUSE FORMAL TRAINING COURCES

The ECAA should maintain the capability to conduct these in-house formal training courses as preludes to the conduct of OJT task qualification.

Referred hours are informative.

ALL TECHNICAL INSPECTORS TRAINING

New Employee Orientation_____1 week
Overview of Safety Oversight Concepts_____3 days

Resolution of Safety Concerns (Administrative Procedures_____2 days

Resolution of Safety Concerns (Enforcement Procedures_____4 days

Human factor for operational personnel_____2 weeks

ECAA Rules and Standards Indoctrination_____2 weeks

Basic computer _____3 months

Inspection Methods & Techniques _____2 weeks

Auditing techniques _____2 weeks

Report writing_____2 weeks

Advanced aviation internal auditor course _____2 weeks

Senior civil aviation management_____2 weeks

Quality Mgt. systems for ANS_____2 weeks

Safety Oversight Managers_____16 hours

Advanced aviation internal auditor course_____24 hours

Safety management system_____24 hours

Supervisory management_____3 weeks

1. ATS AND SAR INSPECTORS TRAINING

Operations Inspection Methods & Techniques_____4 weeks

Operations Evaluations & Approvals_____2 weeks

Safety Management & Quality Programmes (Operations)_____1 week

2. AIS INSPECTORS TRAINNG

Evaluations & Doc. Approvals_____2 weeks

Surveying and mapping_____6 months

Junior AIS_____2 months

Air traffic message handling system (AMHS) _____2 weeks

3. CNS INSPECTOR TRAINING

Transistor Techniques & Solid State Application_____3 months

AMHS Technical Course_____1week

GAREX 220 voice communication control system_____1week

HF/VHF communication equipment_____1week

VSAT Communication _____1week

ADS-B Radar _____3weeks

Aviation internal auditor course _____3weeks

4. MET INSPECTOR TRAINING

Meteorological Observer course (WMO Class IV personnel) _____6 months

Meteorological Forecasting course (WMO Class II) _____12 months

Assistant Meteorologist course   (WMO Class III) _____6 months

Air traffic message handling system (AMHS) _____2 weeks

Aviation internal audit course_____2 weeks

5. COM OPS INSPECTOR TRAINING

Evaluations & Doc. Approvals_____2 weeks

Air traffic message handling system (AMHS) _____2 weeks

Basic COM OPS   _____2 weeks

Supervisory com ops _____2 weeks

6. Instrument Flight Procedures Design Inspector Course.

Aerodrome Air traffic controller course----------------------------------3 months

Approach controller Procedural & Radar------------------------------5 months

Area controller Procedural & Radar------------------------------------5 months

Basic PANS/OPS--9 weeks

Auto CAD Application--15 days

Auditing techniques---2 weeks

Quality Management & SMS---2 weeks

Advanced PBN---2 weeks

Automated IFPD---2 weeks

Advanced Aviation Internal Auditors Course------------------------2 weeks

PANS/OPS refresher Course--1 week

APPENDIX 3 _

NEW HIRE ORIENTATION CHECKLIST

The following checklist will be used to ensure completion of the new-hire orientation of the inspector:

1	FACILITY & SECURITY	Trainer	Date
	Introduction to Building Security procedures and personnel		
	Ensure that employee is issued ECAA ID and Airport Pass		
	Familiarization with ECAA Headquarters, layout and briefing on building facilities		
	Familiarization with fire alarm/routes/exits/doors		
2	ORGANIZATION & MANAGEMENT		
	Orientation to ECAA and ECAA organization chart		
	Orientation to executive and parliamentary relationship affecting the ECAA		
	Introduction to Director-General		
	Introduction to Deputy Director General Aviation Regulation		
	Introductions to Deputy Director General Air navigation Service ,		
	Introduction to all Directorates		
3	EMPLOYEE COMPENSATION & BENEFITS		
	Introduction to administrative personnel in Human Resources		
	Introduction to administrative personnel in Budget (Payroll)		
	Orientation to compensation and advancement		
	Orientation to benefits		
4	DUTIES & RESPONSIBILITIES		
	Role within ECAA (Briefing using appropriate technical terms of reference in Authority Organization manual)		
	Assigned responsibilities (Briefing using appropriate technical terms of reference in ECAA Organization manual)		
	Orientation to procedures for interfacing with other Inspectors/other Institutions		
5	DELEGATION OF AUTHORITY		

	Review terms of reference regarding delegation of authority as outlined in ECAA Organization Manual for applicable position.		
	Review responsibilities and minimum requirements for issue of Inspector's Credentials		
	Ensure that employee has ECAA identification card / airport access badge		
6	EMPLOYEE ETHICS		
	Review the ECAA written policies for Employee Behavior and Ethics		
	Clarify the concept of "conflict of interest"		
	Clarify the concept of "party to a violation"		
	Clarify the concept of "harassment'		
7	CONDUCT & DISCIPLINE		
	Review of the example conduct that may result in discipline		
	Review of the types of disciplines that may result from unsatisfactory conduct		
8	ATTENDANCE & LEAVE POLICY		
	Review of work attendance policies & procedures		
	Review of leave (from work) policies & procedures		
	Orientation to leave application form completion, submission and approval		
9	TRAVEL POLICIES & PROCEDURES		
	Review of travel policies & procedures		
	Orientation to travel form completion, submission and approval		
10	TELEPHONE / INTERNET PROCEDURES		
	Orientation to use of ECAA telephone system		
	Use of Intranet & Internet for locating telephone numbers		
	Policy regarding use of cell phones		
	Policy regarding use of other phone methods (such as Skype, Messenger)		
11	CORRESPONDENCE PROCEDURES		
	Orientation to formal correspondence requirements and procedures		
	Orientation to informal correspondence requirements and procedures		
	Orientation to required internal coordination procedures		
12	FILING SYSTEM PROCEDURES		

	Policies regarding security of confidential files and documents		
	Location of ECAA/Division/Section files		
13	COMPUTER SYSTEM		
	Introduction to the Computer Administrator		
	Review the ECAA computer systems and shared access		
	Review the ECAA shared access and databases		
14	COMPUTER PROCEDURES		
	Enter employee as user of the ECAA Database		
	Access to and Home Page orientation in Database		
	Introduction to viewing of records in the Database		
	Introduction to Database Standard Reports		
15	EMPLOYEE QUALIFICATION RECORD		
	Enter a Primary Records for the employee in ECAA Employee Qualification database		
	Enter initial Position Qualification assigned to employee		
	Enter all pertinent employee Contact Information		
	Enter all pertinent technical licenses held by the employee into the Qualification database		
	Enter all pertinent formal training courses in the Qualification database. (Including this New Hire Orientation).		
	Enter in the Qualification Resume all pertinent jobs previously held by the employee		
	Emphasize the employee's responsibility to monitor the status and correctness of his Qualification Record		
16	EMPLOYEE TRAINING PLAN		
	Brief the employee on the baseline ECAA training that must be accomplished		
	Upload a Baseline Training Plan for employee		
	Emphasize the employee's responsibility to complete the baseline formal and OJT training requirements		
	Emphasize the employee's responsibility to monitor the status of his training plan in the Action database		
	Emphasize the employee's responsibility to report completion of each requirement to the assigned manager		

APPENDIX 4   (Courses outlines for Inspectors)

1. SAFETY AUDITS OF AIR TRAFFIC SERVICES

DURATION 5 DAYS

OBJECTIVES

This course provides participants with an in-depth understanding of international requirements, as well as the principles and skills necessary for the effective planning and conduct of safety audits of ATS. Areas covered include procedures, regulations, operations, equipments, personnel licensing and training.

2. AIR TRAFFIC MANAGEMENT SAFETY INVESTIGATION AND ANALYSIS
   DURATION 5 DAYS
   OBJECTIVES

   This course provides guidance on contemporary best practice systemic safety investigation and analysis techniques as applied to Air Traffic Management (ATM). The course covers both relevant human factors theories as well as practices and examines key issues relating to safety investigation and analysis in the ATM environment. The course includes practical training on interviewing skills and also provides guidance on application of the Systemic Occurrence Analysis Method (SOAM) to safety events. Upon completion of the course, participants will have the foundational knowledge and skills required to effectively participate in the investigation and analysis of ATM safety occurrences at any level.

3. ICAO SAFETY MANAGEMENT SYSTEMS
   DURATION ONE WEEK
   OBJECTIVES

   The inspector will gain the knowledge of safety management concepts and ICAO Standards and Recommended Practices (SARPs) on safety management in Annexes 6 (Operation of Aircraft), 11 (Air Traffic Services), 14 (Aerodromes) and related

guidance material. The inspector also develops knowledge and skills to certify and oversee key components of a basic safety management system (SMS) in compliance with ICAO SARPs and ECAA Rules and Standards.

4. SAFETY OVERSIGHT FOR AIR NAVIGATION REGULATION INSPECTORS
DURATION TWO WEEKS
OBJECTIVES

The inspector understands the fundamental principles underlying the safety oversight measures relating to airworthiness engineering and maintenance that is required of a State's civil aviation regulatory body and their importance and the ICAO Standards and Recommended Practices. It helps prepare ECAA in meeting international requirements as well as updates its organizational safety oversight mechanisms.

5. ICAO-ENDORSED GOVERNMENT SAFETY INSPECTOR
DURATION THREE WEEKS
OBJECTIVE

The inspector will learn guidelines and knowledge needed for certificating maintenance organizations and air operators using the five-phase certification process based on ICAO's Standards and Recommended Practices (SARPs) and the Model Civil Aviation Regulations (MCARs). The inspector will be brought through each phase of the certification process in an exercise involving a fictitious maintenance organization and air transport operator seeking certification. The inspector will also evaluate excerpts of the maintenance organization and air transport operator manuals, as well as observations of the demonstrations by the maintenance organization and air transport operator to ensure compliance with the MCARs and advisory materials. A training gap will be provided to the inspector in the ECAA training center after the course.

6. ICAO STATE SAFETY PROGRAMME

DURATION ONE WEEK

OBJECTIVES

The inspector will gain knowledge on the ICAO Standards and Recommended Practices (SARPS) relating to the State Safety Programme (SSP), the ICAO-SSP framework and its components, elements and related guidance material. The inspector also learns practical guidance on key elements of an SSP, including a State's regulation for an SSP, its implementation plan and the establishment of State's acceptable level of safety.

7. HUMAN FACTORS
DURATION ONE WEEK

OBJECTIVES

The objective of this course is to provide an overview of human factors concepts, knowledge, and practical applications, with a focus on the current and future role of human factors in the operational environment of the aviation industry. The course shall address the various factors that contribute to human error and non-compliance with rules and procedures, manage errors and violations, both at the individual and organizational and systemic level.

8. INTEGRATED SAFETY MANAGEMENT SYSTEMS

DURATION TWO WEEKS

COURSE OBJECTIVES:

This course provides an understanding of the theory and practical aspects of Integrated Safety Management Systems (ISMS). Participants will acquire the knowledge and skills to facilitate the design, implementation and maintenance of operationally effective ISMS to meet the standards prescribed in ICAO 11 (Air Traffic Services).

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9. **ICAO SAFETY MANAGEMENT SYSTEMS**

   DURATION ONE WEEK

   OBJECTIVES

   The inspector will gain the knowledge of safety management concepts and ICAO Standards and Recommended Practices (SARPs) on safety management in annex 10, 11, 14, 15 and related guidance material. The inspector also develops knowledge and skills to certify and oversee key components of a basic safety management system (SMS) in compliance with ICAO SARPs and ECAA Rules and Standards.

10. **CIVIL AVIATION MANAGEMENT PROGRAMME**

    DURATION 2 WEEKS

    OBJECTIVES

    This course provides a broad perspective of how the various integral elements in the aviation industry interface with one another, and focuses on the multi faceted approach to managing a modern international airport. Participants will be able to identify pressing aviation concerns, develop strategies and design polices for effective management. The programme also provides updates on the latest developments in civil aviation, management best practices and offers possible solutions to deal with common and future challenges.