Model

Guidelines for the Hiring and Training of Inspectors of the

Flight Standards Directorate

September 1, 2016

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# INTRODUCTION

All States who are members of the International Civil Aviation Organisation (ICAO) and signatories to the Convention on International Civil Aviation (known as the *Chicago Convention*), are obligated to implement the safety oversight requirements of ICAO.

In order to fulfill its ICAO obligations, each ICAO Contracting State must create a national Civil Aviation Authority (CAA), which is then granted the responsibility and authority to implement the ICAO requirements on behalf of the national government. Of particular importance within the CAA is its Flight Standards Department. As noted in ICAO Doc 9734, Part A, para. 3.4.3, the primary responsibilities of the Flight Standards Inspectorate are to implement the ICAO requirements relating to ICAO Annexes 1, 6, and 8 involving personnel licensing, aircraft operation and continuing airworthiness of aircraft, and the harmonization of operating regulations and coordination among the various sections responsible for the implementation of national and international standards.

The ICAO requirements are contained in the Articles of the Chicago Convention and in the Standards and Recommended Practices (SARPS) found in the Annexes to the Convention. In addition to these, ICAO has published many guidance documents which contain *best practices* for the operation of a Civil Aviation Authority. The principal ICAO documents affecting the Flight Standards Department are as follows:

* Chicago Convention (Doc. 7300)
* Annex 1 – Personnel Licensing
* Annex 6 – Operation of Aircraft
* Annex 8 – Airworthiness of Aircraft
* Doc. 8335, Manual Of Procedures for Operations Inspection, Certification and Continued Surveillance
* Doc 9379, Manual of Procedures for Establishment and Management of a State’s Personnel Licensing System
* Doc. 9734, Safety Oversight Manual
* Doc. 9760, Airworthiness Manual
* Doc 9841, Manual on the Approval of Training Organisations

The work of the Flight Standards Department is accomplished by a group of highly skilled aviation professionals including Aviation Safety Inspectors (ASI) who accomplish many of the daily technical functions of the CAA as required by ICAO. The ASIs represent the national government and their role is critical to aviation safety.

The periodic reporting of the results of the ICAO Universal Safety Oversight Audit Programme has shown that Critical Element 4 (CE-4), technical personnel qualifications and training, has been consistently difficult to implement. In the most recent USOAP report for the period ending December 2015, CE-4 is the least implemented of the eight CEs, with a 47.4 percent of lack of effective implementation worldwide.



*Source: ICAO Continuous Monitoring Approach (USOAP CMA) Results 1 January 2013 to 31 December 2015*

These *Guidelines for the Hiring and Training of Inspectors of the Flight Standards Directorate* will provide a means to promote a minimum level of technical capabilities of technical personnel providing safety oversight worldwide.

References:

* ICAO Doc 8335, Manual of Procedures for Operations Inspection, Certification and Continued Surveillance, Fifth Edition, 2010.
* ICAO Doc 9760, Airworthiness Manual, Third Edition, 2013.
* ICAO Doc 9734, Part A, Safety Oversight Manual, Second Edition, 2006.
* ICAO Doc 9379, Manual of Procedures for Establishment and Management of a State’s Personnel Licensing System, Second Edition, 2012.
* ICAO Cir 298, Training Guidelines for Aircraft Accident Investigators, June 2003.
* ICAO Doc 9868, Procedures for Air Navigation Services – Training, First Edition, August 2011.
* ICAO Doc 9941, TRAINAIR Plus Training Development Guideline, First Edition, 2011.
* FAA On-the-Job Training Program Guide, October 2009;
* FAA Inspector Training System, Formal Course Standards, June 2009 and Program Guide, April 2011.
* FAA Inspector Qualification Standards for Dispatch and Cabin Safety Inspectors, FAA Office of Human Resources, March 2009.
* Inspector Qualification Standards for Aviation Safety Series 1825, United States Office of Personnel Management (on-line), April 2012.
* Introduction to the Position Classification Standards, TS-134, United States Office of Personnel Management, August 2009,
* The Classifier’s Handbook, TS-107, United States Office of Personnel Management, August 1991.

# Chapter 1. Terminology and Abbreviations/Acronyms

## Terminology

The following terms in this circular have the following meanings.

**Advanced Training.** Technical training after initial (indoctrination) required to perform specific and highly technical aviation safety job tasks.

**Approved Training Organisation (ATO).** An organization approved by and operating under the supervision of a Contracting State in accordance with the requirements of ICAO Annex 1 to perform approved training.

**Aviation Safety Inspector – Airworthiness.**  A properly credentialed individual who bears the authority, under the national laws and regulations, to certify, surveil, and investigate air operators and aviation maintenance and repair activities on behalf of the national aviation safety authority. Will also handle maintenance licensing and training responsibilities if the national aviation safety authority does not use the category of Personnel Licensing Inspector.

**Aviation Safety Inspector – Operations.** A properly credentialed individual who bears the authority, under the national laws and regulations, to certify, surveil, and investigate air operators on behalf of the national aviation safety authority. Will also handle flight crew and operational licensing and training responsibilities if the national aviation safety authority does not use the category of Personnel Licensing Inspector.

**Aviation Safety Inspector – Personnel Licensing (PEL).**  A properly credentialed individual who bears the authority, under the national laws and regulations, to certify, surveil, and investigate aviation personnel and approved training organisations involved in safety functions on behalf of the national aviation safety authority.

**Competency.** A combination of knowledge, skills and attitudes required to perform a task to the prescribed standard.

**Competency-based training and assessment.** Training and assessment that are characterized by a performance orientation, emphasis on standards of performance and their measurement, and the development of training to the specified performance standards.

**Continuation Training**. Any additional training for aviation safety inspectors beyond indoctrination (includes specialty, advanced and recurring training).

**Criterion-referenced test.** A test, the measurement of which is compared with an objective standard (and not against another measurement).

**Initial Training.** Also referred to as “new hire” or “indoctrination” training.Initial qualification training for the position assigned.

**Flight Standards Inspectorate/Directorate.**  Organisation within the national aviation safety authority that sets the standards and implements the execution of safety oversight activities involving certification, surveillance and enforcement activities of personnel, air operators, maintenance providers, and training entities

**Journeyman** **Inspector**. A properly credentialed individual who has completed initial training, and who bears the authority, under the national laws and regulations, to perform a variety of technical administration, certification and surveillance duties and report findings to higher level inspectors. They do not have continuing program responsibility, although they have been delegated authority to make decisions as to the quality of individual activities inspected.

**Job Task Analysis.** The process of specifying, in detail, how a task is to be performed, including the subtasks and any task elements comprising each task and the identification and recording of the skills, knowledge and attitudes required to perform the task, and of the environment in which it is to be performed.

**Maintenance.** The performance of tasks required to ensure the continuing airworthiness of an aircraft, including any one or combination of overhaul, inspection, replacement, defect rectification, and the embodiment of a modification or repair.

**Material-dependent training.** A well-documented and repeatable training package that has been tested and proven to be effective.

**On-The-Job Training (OJT**). Structured employee training conducted at a work site by the supervisor or another employee as identified by the supervisor. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on the job.

**Position Description (PD**). A position description is a document which lays out an employee’s major duties, responsibilities, organizational relationships, scope of work, and amount of supervision when performing job tasks.

**Principal Inspector.** A properly credentialed individual who bears the authority, under the national laws and regulations as the responsible inspector with respect to their specialty area (operations, airworthiness, or personnel licensing) for the safety oversight of a certified aviation entity.

**Recurring Training**. Training taken by inspectors for the purpose of refreshing or updating materials previously provided in an earlier course.

**Qualification Standards. A** description of the minimum requirements necessary to perform work of a particular occupation successfully and safely. These minimum requirements may include specific job-related work experience, education, medical or physical standards, training, security, and/or licensure. **Note:** They are not designed to rank candidates, identify the best qualified for a particular position, or substitute for an analysis of an applicant's knowledge, skills, and abilities/competencies.

**Specialty Training.**  Training after indoctrination that is required to perform aviation safety oversight tasks as part of the inspector’s defined specialty (e.g. air operator, airworthiness, personnel licensing, etc.)

**Surveillance.** The monitoring of the [behavior](http://en.wikipedia.org/wiki/Behavior), activities, or other changing information, of certificate or licence holders, for the purpose of influencing, managing, directing, or protecting.

**Trainee Inspector. A newly hired individual who is going through the CAA inspector initial or indoctrination training programme.** Trainee inspectors perform assignments under direct supervision of higher level inspectors. A significant portion of the duties involve training for the next higher level of inspector work functions.

**Training Course.** A programme of instruction designed to allow the student to meet specified requirements or knowledge and/or skill.

**Training Profiles**. Lists of recommended courses based on common employee specialties and positions. (FAA TNA Guide)

## 1.2 Abbreviations/Acronyms

Some common abbreviations/acronyms used in this circular are as follows.

AMO – Approved Maintenance Organisations

ASI – Aviation Safety Inspector

ATO – Approved Training Organisations

CAA – Civil Aviation Authority

CE Critical Element

FSD – Flight Standards Department

JTA Job Task Analysis

ICAO – International Civil Aviation Organisation

OJT – On-the-Job Training

PD - Position Description

PEL – Personnel Licensing

SARPs – Standards and Recommended Practices

SMS – Safety Management System

# Chapter 2. Foundation for CAA Training

## 2.1. Eight Critical Elements of a Safety Oversight System

2.1.1. In order for CAA training of ASI’s and other personnel to be successful, it must be built upon a sound CAA foundation. This means that of the eight ICAO critical elements (CE) of a safety oversight system, each of the first three critical elements that precede CE-4, Qualified Technical Personnel and Training, must also be fully implemented. A brief review of the key items of each of the first four critical elements is listed below.



## 2.2 CE-1 – Primary Aviation Legislation.

2.2.1. ICAO Doc 9734, Part A, states at Paragraph 3.2.5 that a Contracting State’s primary aviation legislation is the key to effective safety oversight by the State. Paragraph 3.2.4 states that a State’s primary aviation legislation should establish a CAA to proactively supervise and regulate the following aviation activities:

1. Personnel licensing;
2. Operation of aircraft;
3. Airworthiness Inspection;
4. Air traffic;
5. Aerodromes;
6. Provision of meteorological and search and rescue services; and
7. Investigation of aircraft accidents/incidents.

## 2.3 CE-2 – Specific Operating Regulations

ICAO Doc 9734, Part A states at Paragraph 3.3.1.1 that a Contracting State’s regulations: should be in conformity with ICAO Annexes; should be in sufficient detail to ensure that satisfactory compliance will result in the desired level of safety; and, must provide for amendment. Paragraph 3.3.1.4 states regulations must be framed in legal phraseology, but phrased in a way to be understood and used by the CAA and general public.

## 2.4 CE-3 – CAA Structure and Safety Oversight Functions

2.4.1. ICAO Document 9734, Part A, Paragraph 3.4.2.1 states that “to effectively fulfill its responsibilities, the State civil aviation system must be properly organized and staffed with qualified personnel capable of accomplishing the required wide range of technical duties involved in safety oversight.” Furthermore, they should also enjoy conditions of service and remuneration consistent with their education, technical knowledge and experience, and comparable to those personnel of the operator whose activities they will inspect and supervise.

2.4.2. Paragraph 3.4.2.2 states that CAA inspectors must possess appropriate credentials of CAA identification that allows unhindered access to inspector aviation persons, entities and facilities.

2.4.3. Paragraph 3.4.2.3 states that the cost of recruiting, retaining qualified technical personnel who satisfactorily meet the requirements of the profession represents a significant financial commitment and may require revisions to long-standing policies and regulations regarding remuneration for qualified technical personnel. In order to recruit and retain appropriately qualified personnel who combine professionalism and integrity, it is essential that the State authorities become a competitive employer. Furthermore, States should have appropriate recruitment policies, terms of employment and practices in place.



2.4.4. Paragraph 3.4.3 states identifies the CAA’s Flight Standards Department as the office with the overall responsibility for the safety oversight-related activities of the CAA for personnel licensing, aircraft operation and airworthiness of aircraft.

## 2.5. CE-4 Qualified Technical Personnel and Training

2.5.1. ICAO Document 9734, Part A, Paragraph 3.5.2, lists the following Contracting State responsibilities regarding CAA hiring and training of personnel.

1. State authorities must identify the minimum professional qualifications for technical personnel performing safety oversight functions.
2. State authorities must finance technical personnel’s initial and recurrent training (periodic and refresher courses).
3. State authorities should develop periodic and technical training including supervisory courses to maintain high-level knowledge and expertise for personnel to effectively execute their duties.
4. State authorities should not limit training to professional elements. Inspectors should be provided with training applicable to CAA regulations, inspector skills, responsibilities, and enforcement.

2.5.2. Paragraph 3.5.1.6 notes the importance of the CAA having inspectors with a mix of disciplines to adequately oversee their aviation industry.

2.5.3. ICAO 9760, Part II: 3.1.3. states that the CAA must be staffed with qualified and experienced personnel capable of successfully undertaking the wide variety of required tasks. CAAs should ensure they attract and retain technically competent staff with the credibility and competence to interact with industry in an efficient and effective manner.

2.5.4. ICAO Doc. 8335, Part I, Paragraph 6.2.6 states that the satisfactory execution of the various functions of the CAA Inspectorate depends to a large extent on the qualifications, experience, competence and dedication of individual inspectors.

# Chapter 3. Qualification Standards for Employment of

**Inspectors for the Flight Standards Directorate**

## 3.1 Qualification Standards

3.1.1. Aviation Safety Inspectors conduct highly technical work and occupy sensitive and authoritative positions as representatives of the CAA and the national government. It is essential that new inspector candidates meet the highest standards of competence and integrity. Ideally a CAA inspector should be at least as qualified as the personnel to be inspected or supervised.

3.1.2. As noted in the previous chapter, ICAO Doc 9734, Part A, Paragraph 3.5.2.1 states that State authorities must identify the minimum professional qualifications for technical personnel performing safety oversight functions. These minimum requirements are called qualifications standards. They may include specific job-related work experience, education, medical or physical standards, training, security, and/or licensure. These qualification standards are the criteria that a CAA will advertise in its hiring announcements for its employees.

3.1.3. Thus it is vitally important that the qualifications, previous experience and personal characteristics of each person employed, whether directly or on contract, to perform licensing, certification, inspection and surveillance duties be **verified and carefully evaluated** before selections are made as noted in both ICAO Doc Part A, Para. 3.5.1.2 and ICAO Doc 8335, Part 1, Para. 6.2.6.

3.1.4. Traditionally, inspectors of the Flight Standards Directorate have been classified as either operations or airworthiness (maintenance or continuing airworthiness) inspectors. As an inspector gained experience within the CAA, the inspector might specialize in specific areas, such as dispatch or flight simulation for operations inspectors or avionics for airworthiness inspectors. Both operations and airworthiness inspectors would have personnel licensing responsibilities, and possibly cabin safety responsibilities. An example of these responsibilities is in the table below. Under this traditional classification, an inspector specialising in a specific area would be subject to the traditional hiring qualification standards and the traditional CAA full inspectors training program.

| **Operations** | **Airworthiness** |
| --- | --- |
| Dispatch |  |
| Flight Simulation | Avionics |
| Personnel Licensing/Designated Examiners/Approved Training Organisations (ATO) | Personnel Licensing/Designated Examiners/Approved Training Organisations (ATO) |
| Cabin Safety | Cabin Safety |

Traditional Inspector Classification and Specialisation

3.1.5. Due to advances in competence based training, there is an emerging classification of inspectors of the Flight Standards Directorate in qualification standards for hiring and for training requirements for specialty areas, such as Dispatch Inspectors, Flight Simulation Inspectors, and Cabin Safety Inspectors. Further, some CAA’s have established positions for Personnel Licensing Inspectors, although in most instances, as noted in ICAO Doc 9379, some personnel licensing responsibilities, such as surveillance and resolution of safety issues, remain with the operations or airworthiness inspectors. An example of these emerging responsibilities is in the table below.

| **Operations** | **Airworthiness** | **Licensing** | **Flight Simulation** | **Dispatch** | **Cabin Safety** |
| --- | --- | --- | --- | --- | --- |
|  | Avionics | Flight Crew |  |  |  |
|  |  | Maintenance |  |  |  |
|  |  | Examiner |  |  |  |
|  |  | ATO |  |  |  |

Emerging Inspector Classification and Specialisation

3.1.6. However a CAA determines to classify its inspectors, it is imperative that, based on the responsibilities of the job, that the proper qualification standards are used for the hiring of inspectors and the applicable training identified and available for the inspector in the inspector’s training profile once in the employ of the CAA. Examples of qualification standards for inspector hiring are presented below. Inspector training profiles are discussed in Chapter 6.

## 3.2 Qualifications for Inspectors Operations, Airworthiness (Maintenance) and Personnel Licensing

**3.2.1 General Qualifications**

3.2.1.1. ICAO Document 8335, Part I, Paragraph 6.2.6; ICAO Document 9734, Part A, Paragraph 3.5.1.2 and ICAO Document 9760, Part II, Paragraph 3.1.3 all speak to the knowledge, skills and abilities (KSA) of individuals that are required of a successful aviation safety inspector that CAA’s should consider in the recruitment and hiring process.

1. technical competency in performing certification, inspection and surveillance functions,
2. possess a high degree of integrity,
3. be impartial in carrying out their tasks,
4. possess Interpersonal communication and behavioral skills, such as tact, have a good understanding of human nature, good communication skills;
5. possess aeronautical licences, certificates or academic degrees commensurate with their job responsibilities (e.g. engineering degrees, technician/engineer/mechanic certificate with airframe and powerplant ratings, electronics technician ratings).

3.2.1.2. ICAO Document 8335, Part I, Paragraph 6.2.3 notes that while not absolute, the qualifications and experience requirements below provide important guidelines for initial employment of new inspectors.

1. Broad air transport background of five years or more.
2. Experience with the problems of operating or maintaining transport aircraft.
3. Meteorological and climatological knowledge and experience.
4. Experience in technical training including visual aids, training devices and aircraft flight simulators.
5. Reputation for possessing qualities of initiative, tact, tolerance and patience.
6. Experience in auditing techniques, desirable.

*Note: The experience in auditing techniques, while required, can be provided by the CAA, using a suitable training course and subsequent supervised practical auditing experience*

**3.2.2 Additional Qualifications for Operations Inspectors**

3.2.2.1. In addition to the general qualifications in 3.2.1 above, ICAO Document 8335, Part I, Paragraph 6.2.4 lists the following additional qualifications as recommended for operations inspectors.

1. At least 5000 hours as a pilot-in-command of in aircraft commensurate with the inspector’s intended duties:

*Note: The flight experience of new hire inspectors should be commensurate with their intended duties. For instance, inspectors who will work with air operator certificate holders will require flight time in civil or military transport type aircraft while inspectors who will work only in general aviation would not require flight time in transport type aircraft.*

1. Current Airline Transport Pilot Licence if inspector is to be conducting line or flight crew checks.

*Note: Most States will accept a Commercial Pilot Licence with Instrument Rating in lieu of an Airline Transport Pilot Licence.*

1. Previous appointments either in operational management, as an airline pilot or training instructor, or as a military pilot where experience in air transport operations would have been acquired.

**3.2.3. Additional Qualifications for Airworthiness Inspectors**

3.2.3.1. In addition to the general qualifications in 3.2.1 above, ICAO Doc 8335, Part I, Para. 6.2.5 lists the following additional qualifications as recommended for airworthiness inspectors.

1. Hold an aircraft mechanic/aviation maintenance technician licence with relevant airframe and powerplant ratings.
2. Knowledge, background and experience in continuing airworthiness management including:
3. aircraft maintenance programme development, approval and control, including applicable reliability programmes;
4. approval of modifications and repairs;
5. maintenance release;
6. applicability of airworthiness directives and operational directives with a continuing airworthiness impact;
7. correction or deferment of defects;
8. coordination of scheduled maintenance, the application of airworthiness directives, the replacement of life-limited parts and the inspection of components;
9. management of continuing airworthiness records;
10. mass and balance statement management;
11. airworthiness requirements of relevant parts of operations specifications; and
12. knowledge of quality systems.

**3.2.3.2. Airworthiness Inspector — Avionics**

3.2.3.2.1. In addition to the qualifications in 3.2.1 and 3.2.3.1 above, the candidate for initial employment as an airworthiness inspector – avionics should have the following qualifications:

1. Aircraft avionics experience involving the maintenance, repair, and troubleshooting of installed avionics systems on aircraft;
2. Avionics maintenance experience on aircraft of more than 5,700 kg maximum certificated takeoff weight.
3. Aircraft avionics work experience, which could include supervision or auditing, in an approved maintenance organisation, air carrier repair facility, and military repair facility within the past three years.

**3.2.4. Additional Qualifications for Personnel Licensing Inspectors**

**3.2.4.1. Qualifications for all Personnel Licensing Inspectors**

In addition to the general qualifications in 3.2.1 above, ICAO Doc 9379, Part I, Par. 2.4 and Appendix A, lists the following additional qualifications as recommended for personnel licensing inspectors.

1. Hold an appropriate grade and level of licence relevant to the assigned examination topic or training organization;
2. Have a thorough knowledge of the licensing system;.
3. Have knowledge of and ability to apply and interpret the regulations, policies and guidance of the State;
4. Have no personal or professional conflicts of interest with the examination functions;
5. Be an experienced and current practitioner in his/her specialist area;
6. Hold an appropriate grade and level of licence relevant to the assigned examination topic or training organization;
7. Have a strong background in training and assessment; and
8. Have excellent written language skills.

**3.2.4.1.2 Additional Requirements for Personnel Licensing Inspectors of Flight Crew Licences**

In addition to the general qualifications in 3.2.1 and 3.2.4.1. above, the PEL inspector responsible for flight crew licences are recommended to have the following qualifications.

1. Flight instructor licence with single and multi-engine aeroplane and instrument aeroplane ratings.
2. Medical certificate issued in accordance with ICAO Class I medical assessment standards.
3. A minimum of 200 hours of flight instruction in an aircraft.
4. Professional flying skill as demonstrated in a flight check to the skill standards of a commercial pilot with instrument rating.

**3.2.4.1.3. Additional Requirements for Personnel Licensing Inspectors of Maintenance Licences**

In addition to the general qualifications in 3.2.1 and 3.2.4.1. above, the PEL inspector responsible for maintenance licences are recommended to have the following qualifications.

1. Hold an aircraft mechanic/aviation maintenance technician licence with relevant airframe and powerplant ratings;
2. Have experience involving the maintenance of and repair of airframes, powerplants, and aircraft systems with responsibility for certifying airworthiness;
3. Have maintenance experience with aircraft 5,700 kg or more maximum certificated takeoff weight;
4. Have aircraft maintenance experience in an approved maintenance organisation, or air carrier repair facility or military repair facility; and
5. Have aircraft maintenance work experience within the last three years.

**3.2.4.1.2 Approved Training Organisation Inspector**

In addition to the qualifications in 3.2.1, 3.2.4.1 and either 3.2.1.4.1. or 3.2.1.4.2 as applicable, the qualifications for an ATO inspector should have the following, as noted in ICAO Doc 9379, Part 1, Appendix A, paragraph 5.

1. Experience assisting, conducting, or performing various technical functions related to certification, surveillance, investigation, and enforcement activities associated with aviation training organisations.
2. Additional experience may be in investigating and reporting on accidents, incidents, and violations; and evaluating the overall operational programs of air carriers and similar commercial carriers.
3. Knowledge of enforcement procedures and ability to prepare factual and documented reports. Knowledge of regulations, orders and other directives relating to air operator and maintenance operations.
Ability to gather, analyze and evaluate information and determine its consistency with safety standards.

## 3.3. Other Inspector Qualifications – Dispatch, Flight Simulation, Cabin Safety

**3.3.1. Aircraft Dispatch Inspector**

The qualifications for hiring as an aircraft dispatch inspector are the following:

1. Must have good vision and hearing (glasses/contact lenses and hearing aides permitted) and does not have any physical condition that would cause them to be a hazard to themselves or others that would interfere with their ability to fly as passengers in a variety of aircraft.
2. Must hold Aircraft Dispatcher/Flight Operations Officer licence
3. Within the past three years has at least two years of experience as a dispatcher/flight operations officer for air operator scheduled domestic and/or scheduled international operations; and
4. Within the past three years has at least one year of experience in at least one of the following positions:
5. Air Transportation Supervisor (ATS);
6. Designated aircraft dispatcher examiner
7. An aircraft dispatcher with primary responsibility for developing, creating, and /or revising dispatch manuals and procedures which require a comprehensive knowledge of CAA regulatory requirements and current CAA policy for an air carrier engaged in commercial air transport operations; or
8. A dispatch instructor for an air carrier engaged in commercial air transport operations.

**3.3.2 Flight Simulation Inspector**

The candidate for hiring as an operations or personnel licensing inspector – flight simulation are recommended to have the following qualifications.

1. Must have good vision and hearing (glasses/contact lenses and hearing aides permitted) and does not have any physical condition that would cause them to be a hazard to themselves or others that would interfere with their ability to fly as passengers in a variety of aircraft
2. A valid, unexpired Flight Instructor licence with single and multi-engine airplane and instrument airplane ratings;
3. A minimum of 200 hours of flight instruction in an aircraft;
4. Professional flying skill as demonstrated in a flight check to Commercial Pilot Certificate with an instrument rating;
5. Possession of Airline Transport Pilot Certificate or Commercial Pilot Certificate with instrument airplane rating; minimum of 100 flight hours in the last 3 years; minimum of 1,500 total flight hours; possession of single and multi-engine land airplane ratings; and
6. Knowledge, background and experience in simulators including:
7. Flight simulator qualification and approval procedures,.
8. Regulations with emphasis on air carrier and training center training programs, and
9. Ability to compare and evaluate aerodynamic and simulator data to determine the performance of a flight simulation device.

**3.3.3 Cabin Safety Inspector**

The candidate for hiring as a cabin safety inspector should have the following qualifications.

1. Must have good vision and hearing (glasses/contact lenses and hearing aids permitted) and does not have any physical condition that would cause them to be a hazard to themselves or others that would interfere with their ability to fly as passengers in a variety of aircraft.
2. Three years of experience within the past three years in a passenger-carrying multi-engine aircraft over 5,700 kg maximum certificated takeoff weight.
3. Knowledge, background and experience in cabin safety to include all of the following:
4. Cabin safety policy and CAA regulatory requirements;
5. Flight attendant air carrier duties and responsibilities;
6. Cabin safety operations;
7. Air carrier cabin safety emergency procedures and associated training;
8. Passenger handling practices; and emergency and safety equipment located in the aircraft cabin; and
9. Experience in cabin safety emergency procedures implementation and/or instruction including installation or use of emergency equipment in the cabin

# Chapter 4: Position Descriptions for Inspectors of the Flight Standards Directorate

4.1.1. Each employee in the CAA should have a position description (PD). A PD is a document which lays out an employee’s major duties, responsibilities, organizational relationships, scope of work, and amount of supervision when performing job tasks. The document may generally be divided into the sections of: position summary; duties and responsibilities; and controls over the position.

4.1.2. The position summary is a statement of the primary purpose of the position and its relationship to the organization.

4.1.3. The duties and responsibilities are a listing of the major important, regular, and recurring duties and responsibilities assigned to the position. Generally the major duties are those that occupy a significant portion of the employee's time. They should be only those duties currently assigned, observable, identified with the position's purpose and organisation, and expected to continue or recur on a regular basis over a period of time, such as one year. It is not necessary to describe in detail the specific steps needed to carry out a duty; normally a few key identifying words will cover the work sufficiently. There will likely be some minor duties that an employee will perform on an occasional basis. For the PD, a statement, such as “Performs other duties as assigned,” covers such situations adequately.

4.1.4. The controls over the position states how the work is assigned, the kind of supervision and guidance received, and the kind of review given to work in process or upon completion.

4.1.5. Some PDs contain a statement of any special qualification requirements, such as a specific licence or language skill. Given the very specific and detailed qualification standards for the hiring of an ASI, as discussed in Chapter 3 of the circular, this may not be necessary as long as the CAA has each ASI PD identified with its corresponding qualification standard.

4.1.6. All position descriptions should include a cover statement signed by the immediate supervisor certifying to the accuracy of the position description, and the appropriate CAA human resources department expert certifying the classification of the position.

4.1.7. Usually a CAA will have a standard PD for each ASI specialty – operations, airworthiness, or personnel licensing at each of the levels of experience of the ASI (new hire, journeyman, or principal inspector).

4.1.8. It is important that the PD of each ASI specialty be kept up to date as the complexity of the CAA’s aviation environment changes. It is also important that the PD of each ASI be kept up to date as his/her experiences and expertise progresses throughout the CAA.

4.1.9. Appendix A contains position descriptions for newly hired and principal aviation safety inspectors specializing in air operations, airworthiness, avionics, cabin safety and aircraft dispatch areas.

# Chapter 5 Competency-Based Training and Assessment

## 5.1 Requirement for Inspector Training

5.1.1.ICAO Document 8335, Part I, Chapter 6, 6.1, notes that the CAA is responsible for establishing and controlling the competencies of its safety inspectors and for this purpose, it should establish training or take other actions to reach the established level of competency, and evaluate the effectiveness of these actions. Further the CAA should ensure safety inspectors are competent to carry out the tasks assigned to them and that they are aware of the consequence of their actions for aviation safety.

5.1.2. ICAO Document 9868, Chapter 2, 2.2.1, notes that training shall be based on a systematic approach whereby competencies and their standards are defined, training is based on the competencies identified, and assessments are developed to determine whether these competencies have been achieved. Paragraph 2.2.2 of that document notes that competency-based approaches to training and assessment shall include at least the following features:

1. the justification of a training need through a systematic analysis and the identification of indicators for evaluation;
2. the use of a job and task analysis to determine performance standards, the conditions under which the job is carried out, the criticality of tasks, and the inventory of skills, knowledge and attitudes;
3. the identification of the characteristics of the trainee population;
4. the derivation of training objectives from the task analysis and their formulation in an observable and measurable fashion;
5. the development of ***criterion-referenced***, valid, reliable and performance-oriented tests;
6. the development of a curriculum based on adult learning principles and with a view to achieving an optimal path to the attainment of competencies;
7. the development of ***material-dependent*** training; and,
8. the use of a continuous evaluation process to ensure the effectiveness of training and its relevance to line operations.

## 5.2 Inspector Job Task Analysis

5.2.1. Training should directly support specific job duties to which the inspector has been assigned. The ICAO Doc 9941, ICAO TRAINAIR Plus Training Development Guideline (TDG), notes in its course development job analysis that any job can be broken down into a number of principal **functions.** These job functions are usually listed in the job description of the post. The TDG further notes that each **function** can be further broken down into a number of operations, which, depending on the level of detail, are called **tasks, sub-tasks** or **task elements**. The relationship between function, task, sub-task and task element is shown in the chart below.



5.2.2. The use of a standardized list of inspector job functions and job-tasks provides a basis for developing a training system for inspectors. A comprehensive aviation safety oversight job function list and the inspector tasks within those job duties has been developed for use in OJT programmes and in the development of corresponding formal course training. These lists are numbered for each of reference and comparison.

5.2.3. The inspector job functions can be coded into the general areas as follows, with each duty further subdivided.

1. Admin/General Technical
2. Air Operations
3. Airworthiness Certification
4. Personnel Licensing
5. Emerging Technologies Approvals
6. Specialized Job Tasks
7. Surveillance
8. Resolution of Safety Issues

Breakdown of an Inspector’s Job

5.2.4. A list of specific job tasks that comprise each of these eight job functions of an inspector is contained in Appendix B. An Inspector OJT worksheet is contained in Appendix E. Each job task is numbered so that formal inspector training can identify which specific job tasks are covered by a course, and the CAA will have a means to track the practical/OJT training of its inspectors.

## 5.3. Job Task Analysis Worksheet

5.3.1. A job task analysis (JTA) is the process of specifying, in detail, how a task is to be performed, including the subtasks and any task elements comprising each task, and the identification and recording of the skills, knowledge and attitudes required to perform the task, and of the environment in which it is to be performed.

5.3.2. The results of the JTA are documented on a template referred to as a JTA worksheet. Each JTA worksheet is numbered with its corresponding task number. In addition to the specific task analysis data listed in 5.3.1 above, the JTA worksheet will contain pertinent information as to the sponsoring CAA department, the inspector specialty, the average time to perform the task, the person(s)/department(s) validating the accuracy of the task analysis and any formal courses that provide training on the particular task.

5.3.3. A JTA helps define the content of required inspector training of both training courses and OJT by identifying the knowledge, skills, and abilities required to accomplish job task objectives and perform a particular job function or particular parts of a job function.

5.3,4. Each JTA worksheet will contain a reference listing of all CAA documents identified in the JTA, such as specific regulations, orders, and other controlling material, that describes how each task is to be performed in accordance with those CAA documents. While many CAA’s will perform a task in the same manner, all CAA’s will have their own regulatory and document system, unless covered by a regional aviation authority with one set of aviation law, regulations and related guidance. Therefore it is of critical importance that each CAA develop its own JTA worksheets customized to its own regulatory system in order to properly carry out its safety oversight functions.

5.3.5. Since many CAA’s do not have their own CAA training academy, they must rely on training courses developed by other CAA’s or other training providers. Thus the CAA’s customized JTA worksheets become even more important in bridging the knowledge learned by inspectors in a training course to actual application of this knowledge in the CAA’s own State through its own CAA OJT program.

5.3.6. A JTA worksheet template with corresponding instructions is contained in Appendix C.

# Chapter 6. Inspector Training Courses

## 6.1.General Training Guidelines

6.1.1. ICAO Document 8335, Part I, Section 6.3, provides some basic guidelines for training of aviation safety inspectors. Included in the guidance are specific recommendations regarding course training – classroom, web-based, etc. -- and practical training. All CAA inspector training is considered on-the-job training (OJT). The OJT comprises three levels. The training courses – demonstration of knowledge - are referred to as OJT Level 1. The practical training –demonstration of skill -- is conducted in OJT Levels 2 and 3.

6.1.2. Training courses should address initial training for the newly hired inspector and continuation training for inspector throughout the inspector’s employment with the CAA. Continuation training covers specialization for specific job functions and refreshing or updating of training previously taken in an earlier course.

6.1.3. CAA’s must also ensure that their inspectors who are required to hold personnel licences maintain their licence currency.

6.1.4. Further, ICAO Document 8335, Part 1, Paragraph 6.3.2.4 notes that only through periodic practical and specialized theoretical training, both technical and supervisory, can the CAA inspectorate manpower be used effectively and CAA personnel maintain a high level of expertise. The net result of such training is better job performance and greater respect from the operator.

6.1.5. This chapter will focus on inspector training courses for inspector job functions and related tasks. The corresponding inspector practical training will be discussed in Chapter 7.

## 6.2 Initial Training

**6.2.1 Functions and Tasks to be Covered**

6.2.1.1 The initial training of an inspector to reach a minimum level of competency usually takes 12 to 18 months. The initial training should comprise a series of standard, predetermined courses that address the basic functional areas of an inspector. Each new hire inspector will take the same series of new hire courses relevant to his/her specialty to ensure consistency and standardization of training. This initial training period is commonly referred to as indoctrination training. In most CAA’s, a new hire inspector must successfully complete the indoctrination training, which includes corresponding OJT, before receiving credentials as an inspector.

6.2,1.2. ICAO Document 8335: Part 1, Paragraph 6.3.1.1 states that the initial training of CAA inspectorate staff should consist of a competency-based instruction with respect to CAA regulations and procedures. Newly engaged inspectors should accompany experienced staff on inspections for a practical introduction to the tasks.

6.2.1.3. In application, the CAA may have a series of courses for newly hired inspectors that focus on both CAA administrative procedures as well as both general and specific inspector technical competencies and job tasks. In order to provide new hire inspectors with a sound foundation for the work of the Flight Standards Department, tasks from at least the following inspector job function areas should be taught in the inspector initial training courses.

1. Administrative/General Technical;
2. Air Operations;
3. Personnel Licensing;
4. Surveillance; and
5. Resolution of safety issues.

6.2.1.4. The CAA may have one course that covers each of these functional areas. However it is more likely that the CAA will have more than one course in each of these areas to fully cover the al the tasks in a particular function. The basic, foundational tasks that should be addressed in initial training in each of these functions in 6.2.1.3 are discussed below.

**6.2.2 Administrative/General Technical** **Courses**

6.2.2.1. The CAA should have training courses designed to provide a new employee with orientation courses, such as the history of the CAA, ICAO obligations, normal office procedures, ethics standards, computer skills, use of software, information technologies, and administrative procedures related to such tasks as time and attendance, leave, salary, retirement, and employee conduct and discipline. Orientation will likely cover many courses ranging from the administrative duties of a CAA employee to an overview of the more technical aspects of inspector job functions.

6.2.2.2. Administrative courses may cover the following topics, including use of any CAA computer systems for basic CAA administration:

1. Overview of the CAA;
2. Overview of the CAA’s Flight Standards Inspectorate;
3. Employee benefits;
4. Time and attendance;
5. Employee training and development;
6. Managing Resources;
7. Employee ethics
8. Labor union agreement;
9. Conduct and discipline;
10. Travel;
11. CAA Security.

6.2.2.3. ICAO Document 8335: Part 1, Paragraph 6.3.1.2 notes that the initial training should also cover at least the following general technical areas, which may be covered in individual courses, such as SMS, or included in the certification, surveillance and investigation courses:

1. auditing techniques and CAA auditing procedures;
2. safety management systems and quality systems;
3. human factors principles; and
4. training for the specific role and tasks of the inspector, with emphasis on those areas requiring an approval by the CAA.

**6.2.3 Air Operations**

6.2.3.1. The CAA should have training courses designed to provide the knowledge and skill that are required to be successful in the performance of job tasks related to the certification of air operators.

6.2.3.2. Air operator certification course(s) should address the following areas consistent with the nature and extent of the operations specified below:

1. an adequate organisation,
2. method of control and supervision of flight operations,
3. training programmes,
4. ground handling and maintenance arrangements, as identified in ICAO Annex 6, Part I, 4.2.1.3, and the individual tasks that comprise each of these areas as listed in Attachment E to ICAO Annex 6, Part 1.

6.2.3.3. Some air operator certification courses for airworthiness inspectors, such as the ICAO Government Safety Inspector Course 18701, include the certification of aviation maintenance repair organisations, known as approved maintenance organisations (AMO). The AMO certification tasks should be considered for initial training if the CAA’s regulations require that an air operator certificate holder performing its own maintenance also be certificated as an AMO.

**6.2.4 Personnel Licensing**

6.2.4.1. The CAA should have training courses designed to provide the knowledge and skill that are required to be successful in the performance of job tasks related to the licensing of aviation personnel.

**6.2.5 Surveillance**

6.2.5.1. The continued validity of certificates, licences and approvals issued by the CAA is dependent upon the certificate or licence holder maintaining the terms of issuance under the continuing supervision of the CAA. ICAO Document 9734, Part I, Paragraph 3.5.1.5 notes that this involves the timely inspection by qualified inspectors of all civil aviation activities, including an ongoing periodic surveillance for the duration of the certificate or licence.

6.2.5.2. The CAA should have training courses designed to provide the knowledge and skill that are required to be successful in the performance of job tasks related to the surveillance of certificate and licence holders.

6.2.5.3. ICAO Document 8335 5.4.4 notes that while it is impractical to attempt to detail the guidance necessary to cover every situation and problem that might confront the inspection staff, CAA inspectors are expected to accomplish some or all of the following tasks as they relate to a particular specialty:

1. conduct routine inspections such as the inspection of a station facility, apron, en-route operation and base and carry out oversight or checks considered necessary at prescribed intervals;
2. assess the effectiveness of the operator’s SMS and the level of resources allocated to it;
3. conduct such inspections or oversight in accordance with an established work programme and applicable standard procedures and instructions;
4. advise the operator, in writing, of any significant deficiency, requesting a proposal for remedial action;
5. conduct follow-up on inspection reports to ensure that appropriate action has been taken in a timely manner;
6. submit reports on each inspection in the manner prescribed, and complete and process the applicable inspection forms;
7. continuously review the operator's pertinent documentation (e.g. operations, maintenance, training and MCMs), company policies, operating instructions and information to staff and system of amendments to determine whether they are accurate and made available in a timely manner to persons requiring their use;
8. keep appropriate CAA inspectorate staff informed on all aspects of the current operation and projected developments in the company including changes in executive personnel, in assigned responsibilities and in the certificate or licence holder organisation in general; and
9. conduct qualification, approval and supervisory activities with respect to personnel proposed as designated examiners by a certificate or licence holder.

6.2.5.4. While all of these tasks may not be covered in initial training, at a minimum, the initial training should address the set up of the CAA’s annual surveillance work programme and subsequent tracking of surveillance tasks performed.

**6.2.6 Resolution of Safety Concerns**

6.2.6.1. The CAA should have training courses designed to provide the knowledge and skill required to be successful in the performance of job tasks related to the investigation of certificate and licence holders, and to resolve any instances of noncompliance.

6.2.6.2. Training may cover the following tasks:

1. Accident and incident investigation;
2. Human factors;
3. Investigation and documentation of possible violations of the basic aviation law or related safety operating regulations and rules; and
4. Resolution of safety issues.

## 6.3 Continuation Training

6.3.1. The ICAO Document 8335, Part I, Paragraph 6.3.2.1 notes that the CAA inspectorate personnel represent the authority and, as such, require the continuous development of their competencies related to their respective responsibilities.

6.3.2 Typically, inspectors will complete their initial training over a 12 to 18 month time period. After this initial training period, inspectors should continue to receive training throughout their CAA employment as aviation safety inspectors. Continuation training should consist of specialty training for inspectors required to implement an additional set of job task listed in their position description as well as more in-depth or advanced training. Some of these courses will be provided once but a sub-set of these courses should include recurrent training.

6.3.3. An advanced course prepares an inspector for the responsibilities of a journeyman inspector, principle inspector, or inspection team leader. Such a course should aim to give the inspector an understanding of and some competence in the subject area. Some advanced training could be considered as recurrent training as it may build upon knowledge received in initial training.

6.3.4 The frequency of continuation may be as follows. Generally, inspectors should complete two specialty or advanced training courses every three years, and recurrent training courses within three-five years after completion of a course requiring recurrent training. Continuation training also requires the corresponding OJT until an inspector has become completely proficient in a particular task or set of tasks.

6.3.5. In addition to the continuation training, inspectors required to have a current and valid personnel licence must maintain licence currency and proficiency. Further guidance to personnel license proficiency is provided in ICAO Document 8335, Part I, Paragraph 6.3.2.3. In so far as possible, the maintenance of licence qualifications and of an acceptable level of proficiency and knowledge of aircraft performance, limitations, equipment, systems, operations, etc. will permit CAA inspectors to better assess the knowledge, techniques and over-all competence of the personnel of an operator. For example, flight operations inspectors should receive recurrent flight training on aircraft supplemented periodically by training in a flight simulation training device. However, where circumstances require the CAA inspector to supervise more than one operator, or where an operator uses several different types of aircraft, it becomes extremely difficult and costly for an inspector to maintain pilot proficiency and knowledge of aircraft systems and associated ground services for all types involved. In such cases it may have to be accepted that CAA inspectors are not fully qualified on all aircraft types under their jurisdiction

6.3.6. Continuous inspector training will occur in each of the eight flight standards job function areas.

## 6.4 Inspector Training Profiles

6.4.1. Each inspector specialty (operations, airworthiness, or personnel licensing) and each specialization within an inspector specialty (e.. Dispatch, flight simulation, ATO), will have its own set of advanced and recurrent training courses. As with initial training courses, each inspector specialty will take the same series of advanced and recurring courses relevant to his/her specialization to ensure consistency and standardization of training.

6.4.2. To ensure this uniformity of inspector training, the CAA should develop a list of training needed by inspector specialization. In training terms, such a list is called a training profile. A training profile is a list of recommended courses, with corresponding course numbers, based on common employee specialties and positions. Training profiles are designed to cover an entire inspector’s career with the CAA. Therefore the profiles will contain recommended training for a period of some twenty years or more and will likely list over one hundred different training courses based on the level of specialization. As an inspector changes specialties, his or her training profile will also change.

6.4.3. The CAA should periodically review each training profile series to ensure it is up to date. The CAA should also periodically review each inspector’s training against his or her assigned training profile to ensure that inspector training remains current.

6.4.4. A matrix containing possible courses for inspector training profiles is contained in Appendix D. These profiles cover training for an inspector throughout the inspector’s career from initial training through continuation training. Model profiles are provided for the inspector specialties of Operations, Airworthiness/Maintenance and Personnel Licensing, and possible specialization within those specialties.

## 6.5 Obtaining Inspector Training from Outside Sources

6.5.1. As discussed earlier, it is well understood that most CAAs do not have the resources, or perhaps the regular demand, to have their own internal training facility to train CAA employees. The ICAO Document 8335, Part 1, Paragraph 6.3.2.2 notes that more often, however, such training will need to be obtained through courses offered by the manufacturers, private training facilities, other States or under ICAO auspices.

6.5.2. The ICAO Document 8335, Part 1, Paragraph 6.3.2.2 also emphasizes that in order to maintain good relationships and avoid possible embarrassment or controversy, it is not desirable for CAA inspectorate personnel to acquire this training from an operator or organisation under their inspectional jurisdiction.

6.5.3. Therefore, since many CAAs will rely on external training providers of some sort, it is imperative that established relationships, agreements and/or contracts are in place so that CAA inspectors will have access to timely, uniform and standardized training. Corresponding, the CAA inspector training profiles will need to indicate the course number and provider of courses obtained from outside sources.

# Chapter 7 Conducting and Evaluating OJT

## 7.1 General Requirements

7.1.1 OJT is structured employee training conducted at a work site by the supervisor or another employee as identified by the supervisor. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on the job.

## 7.2 Levels of OJT

7.2.1. OJT is presented in three stages or Levels of learning. Level I OJT is the basic background and knowledge of a task, Level II is a further understanding of the function and conduct of the task, including observation or assistance of the task being performed, and Level III is where trainees actually perform the task themselves. These three levels provide for a progressive and structured field training experience for anyone who has a need to learn a new job task.

**Levels of OJT**

| Level I:  | Level II:  | Level III:  |
| --- | --- | --- |
| Knowledge → | Understanding → | Performance |

7.2.2. A formal Training Guidance Document (TGD) should be used by OJT Trainers to conduct OJT in a consistent manner from task to task, and from trainee to trainee. The TGD should provide guidance on the delivery of the training for all three levels and presents a standardized way to validate learning and competency at all three levels so that the task can be signed off by the front line manager as completed.

7.2.3. The following are some tips in planning for training of any given task:

1. OJT training levels I and II may be covered in the same session.
2. OJT Trainers should allow sufficient time between Levels II and III for the trainee(s) to practice the task, since they will be required to perform it on their own for Level III.
3. Prior experience and completion of CAA approved training may be credited for the first two levels of OJT, with the consent of the office manager and the trainee’s front line manager.

## 7.3 Conducting and Evaluating OJT Level 1

**7.3.1 Purpose of Level I training**

7.3.1.1. Level I training focus is on the knowledge required for the task. The knowledge is contained in orders, rules, guidance, standards, and definitions.

7.3.1.2. Successful completion of a training course may be used to successfully complete Level 1 OJT.

**7.3.2 Level I Performance Objectives**

7.3.2.1. Following this training, the trainee will be able to:

1. identify appropriate materials associated with the task
2. define key terms and definitions associated with the task
3. describe how the task is documented
4. explain how the task is initiated
5. explain the Task Outcome(s)

**7.3.3 Conducting Level I:**

7.3.3.1. Begin by:

1. Putting trainees(s) at ease and establishing rapport;
2. Reviewing the prerequisites (if any) to determine what the trainee already knows about the task;
3. Reviewing the performance objectives for the task and the purpose for Level I training.

7.3.3.2. The accomplishment of Level I should include a review of appropriate regulations, guidance, and forms required for the task as found in the job task documents (JTA) in FSIMS. This may be done in any of the following (or other similar) methods:

1. Have the trainee read through the materials on their own. Then you (the trainer) review and discuss the material with the trainee prior to validating Level I completion.
2. Give the trainee the JTA documentation for the given task and have him/her gather and research the resources from the JTA and any additional more current guidance and discuss with the trainer.
3. Review the guidance with the trainee and/or present to the trainee (allowing for questions), then validate Level I completion.
4. For two or more trainees at a time with the same task, have the trainees research and review the guidance together. Then the training should review and discuss the material with the trainees prior to validating Level I completion.

**7.3.4. Validating Level I**

7.3.4.1. To validate Level I OJT, the trainee must have an acceptable response to the following measurements (unless any item is not applicable to the task [n/a]):

| Task | n/a | Unacceptable | Unacceptable | Acceptable | Acceptable |
| --- | --- | --- | --- | --- | --- |
| Trainee can identify appropriate materials associated with the task (rules, orders, forms, equipment, etc.) |  | Cannot identify materials | Identifies some materials | Identifies most materials | Identifies all materials |
| Trainee can define key terms and definitions associated with the task |  | Cannot define terms | Defines some terms | Defines most terms | Defines all terms |
| Trainee can describe how the task is documented (in CAA forms, reports, computer systems, etc.) |  | Cannot explain task documentation | Explains some task documentation | Describes most methods or forms for documentation | Describes all methods and forms for documentation |
| Trainee can explain how the task is initiated |  | Cannot explain sources for initiating the task | Explains some sources for initiating the task | Explains most sources for initiating the task | Explains all sources for initiating the task |
| Trainee can explain the task outcome(s); (E.g.; certificate and/or operations specifications issuance, approval/ disapproval |  | Cannot explain task outcomes | Explains some possible task outcomes | Explains most possible task outcomes | Explains all possible task outcomes |

## 7.4 Conducting and Evaluating OJT Level II

**7.4.1**. **Purpose of Level II training:**

7.4.1.1. Level II training usually includes a demonstration, by the trainer or designee, of the specific job task steps and procedures with trainee observation and/or assistance to achieve a level of understanding.

**7.4.2 Level II Performance Objectives**

7.4.2.1. Following this training, the trainee will be able to:

1. Describe the sequence of steps to accomplish the task (as applicable);
2. Describe how appropriate materials (e.g., forms, equipment) are used to accomplish the task;
3. Describe interactions among other CAA personnel required to accomplish the task; and
4. Describe coordination with operator required to accomplish the task.

**7.4.3 Conducting Level II**

7.4.3.1. Begin by:

1. Gathering any materials needed to perform the task. (The trainee may also do this)
2. Reviewing the performance objectives for the task and the purpose for Level II training
3. Reviewing what was covered in Level I training

7.4.3.2. The accomplishment of Level II should include a demonstration of the task itself. The trainer should do the following as he conducts this training:

1. Explain what you will be doing by briefly reviewing the task steps;
2. Solicit any questions about the task before you begin;
3. Based upon the task and the comfort level of the trainee, determine whether or not it is appropriate for the trainee to assist in the task or simply observe you doing the task;
4. You may also simply ask the trainee their preference — assist or observe;
5. Be sure that the environment is conducive to learning. For example, if you are performing the task in the field, can the trainee(s) sufficiently see and hear you?
6. Ask the trainee for the next step(s) as you demonstrate the task; and
7. Ask questions about how the step is performed.

7.4.3.3. For tasks that are largely document-based, actual demonstration may not be applicable. Therefore, Level II may be based on the review and discussion of sample or completed documentation. For example, Level II for reviewing a manual could include the trainee reviewing a manual for which an experienced inspector has already completed a review, and then comparing the trainee’s review to the inspector’s completed review.

**7.4.4. Validating Level II**

7.4.4.1. To validate Level II OJT, the trainee must have an acceptable response to the following measurements (unless any item is not applicable to the task [n/a]):

| Task | n/a | Unacceptable | Unacceptable | Acceptable | Acceptable |
| --- | --- | --- | --- | --- | --- |
| Trainee can describe the sequence of steps to accomplish the task (as applicable) |  | Cannot describe the sequence of steps | Describes some step sequence | Describes most step sequence | Describes all step sequence accurately |
| Trainee can describe how appropriate materials (e.g.; forms, equipment) are used to accomplish the task |  | Cannot describe use of materials | Describes some use of materials | Describes most use of materials | Describes all proper material use accurately |
| Trainee can describe interactions among other CAA personnel required to accomplish the tasks |  | Cannot describe interactions among CAA personnel | Describes some interactions accurately | Describes most interactions accurately | Describes all interactions accurately |
| Trainee can describe coordination with operator required to accomplish the task |  | Cannot describe operator coordination | Describes some operator coordination | Describes most operator coordination | Describes all operator coordination accurately |

## 7.5 Conducting and Evaluating OJT Level III

**7.5.1 Purpose of Level III training**

7.5.1.1. Level III training includes the trainee performing the task independently and accurately under the observation of the OJT Trainer. The trainee may need more than one attempt to complete the task successfully. After each attempt, the trainer should provide feedback and suggestions for improvement for the next time.

**7.5.2 Level III Performance Objectives**

7.5.2.1. Following this training, the trainee will be able to:

1. demonstrate sufficient knowledge to complete the task proficiently
2. complete all steps necessary to accurately complete the task
3. complete steps in the proper order (as applicable)
4. perform the task without assistance
5. perform the task in a timely manner without undue hesitation

**7.5.3 Conducting Level III:**

7.5.3.1. Level III should be signed off ONLY when all requirements, including specific prerequisite courses, are met.

7.5.3.2. Begin by:

1. Reviewing what was covered in Level II training
2. Reviewing the performance objectives for the task and the purpose for Level III training
3. Ask the trainee(s) if he/she has all of the materials necessary to perform the task
4. Explain expectations — that the trainee will complete the task accurately and without assistance

7.5.3.3. Use the following Task Observation Guidelines as the trainee performs the task:

1. Check the steps as you observe using the materials provided in the JTA documentation of the CAA.
2. Assist only if it is required as part of the task to have a second person. Do not offer assistance
3. Circle omitted or incorrect steps to address with the trainee once the task is complete
4. STOP for unsafe or illegal actions. Discuss them with the trainee immediately before completing the task.

7.5.3.4. Simulation is a form of training inspectors when simulation is the only way to train for the task, such as an enroute inspection. When a task is simulated, the environment, conditions, equipment and performance of the task must be as near the “real life” situation as possible. Simulation is not prohibited, but if the office selects OJT tasks for inspectors that are normally done in that office, there should be minimal simulation required. You (the trainer) may need to develop a brief scenario to let the trainee know what they are looking for and why.

**7.5.4. Validating Level III**

7.5.4.1. To validate Level III OJT, the trainer must be able to answer “Yes” to all of the following (unless any item is not applicable to the task [n/a]):

| Task | n/a | Yes | No |
| --- | --- | --- | --- |
| Did the trainee demonstrate sufficient knowledge to complete the task proficiently? |  |  |  |
| Did the trainee complete all steps necessary to (accurately) complete the task? |  |  |  |
| Were the steps completed in the proper order (as applicable)? |  |  |  |
| Did the trainee perform the task without assistance? |  |  |  |
| Did the trainee perform the task in a timely manner without undue hesitation? |  |  |  |

## 7.6 Model OJT Worksheet

7.6.1. A CAA must document the OJT for each employee to ensure he or she receives experience in all tasks pertinent to job assignments. This is typically done on a standardized CAA OJT worksheet which contains all inspector functions and associated tasks. The OJT worksheet for each individual inspector would be completed for the job functions and tasks that the inspector is to perform. The OJT worksheet should form a part of the inspector’s permanent training record, as proof of the inspector’s training and proficiency on the various inspector job functions and tasks as the inspector progresses throughout his or her CAA employment.

7.6.2. A Model Inspector OJT worksheet is contained in Appendix E.

## 7.7. OJT Credit

7.7.1. Credit for all three levels of OJT is given at the discretion of the OJT Program Manager (PM). Successful completion of each job task and level must be verified for each employee before giving credit. OJT credit is documented in employee training records.

7.7.2. Employees may complete OJT job tasks only under the instruction and supervision of those previously completing the job tasks themselves. In the event no employee has previously completed a required OJT job task, a CAA may utilize a contractor or another CAA to provide instruction and supervision of employees, assuming the training satisfies CAA requirements of the employees receiving the instruction and supervision. Organizations outside of an employee’s CAA must provide official paper or electronic records of all completed training, to include job task levels.

7.7.3. If an experienced employee has previously completed a job task, the OJT PM must review records to ensure that the OJT element was completed satisfactorily and recently prior to granting OJT credit. If the OJT PM determines that insufficient documentation of task completion exists, the task was completed unsatisfactorily, or the task was conducted too long ago to be relevant, then no OJT credit should be granted. Existing employees desiring to utilize prior training and experience for the completion of OJT must be individually validated for each specific job task and level. The OJT PM must document the course equivalency or other method providing such credit. Employee OJT training records may be maintained in paper or electronic form and must be retained permanently.