

Civil Aviation Authority of Nepal

Guidance Materials On Assessment Of Aerodrome Operator Staffs Document

2018

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Foreword

Every member states of ICAO need to certify their aerodrome as per the set standards to enhance aerodrome safety as a part of continuous monitoring approach. The Civil Aviation Authority of Nepal (CAAN) Airport Certification Regulation, 2004, Chapter-2 Airport Certificate Clause 6. (2), (a) states:

“The applicant of the Airport Certificate as well as the employees to be engaged by him/her in the act of airport operation and repair and maintenance are competent and experienced to operate and maintain the airport”.

This document provides guidance to airport operators on the requirement and the basis for assessment of competency of key airport position holder whose decisions and actions can impact airport operational safety.



Director General

Civil Aviation Authority of Nepal
Babarmahal, Kathmandu

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DEFINITION

Airport Position Holder. Those positions required as part of Airport Certification who are subject to acceptance by the Authority.

Requirements

1. Each Airport Operator prior to the grant of an Airport Certificate and on an on-going basis shall engage, employ or contract:
 - a) Sufficient and qualified personnel for the planned tasks and activities to be performed related to the operation, maintenance and management of the airport in accordance with the applicable requirements and the Airport Operator's training programme; and
 - b) Sufficient number of supervisors to defined duties and responsibilities, taking into account the structure of the organisation and the number of personnel employed.
2. The Airport Operator shall nominate position holders, acceptable to the Authority, who are responsible for the management and supervision of the following areas:

a) Accountable Manager - most senior Position Holder identified as the chief executive who has full control of the resources, final authority over operations under the certificate/approval of the organisation and ultimate responsibility and accountability for the establishment, implementation and maintenance of the SMS; safety policies and the resolution of all safety issues.

The Accountable Manager's authorities and accountabilities should include, but are not limited to:

- a) communication and promotion of the safety policy;
- b) establishment of the organisation's safety objectives and safety targets;
- c) establishment, implementation and maintenance of the organisation's competence to learn from the analysis of data collected through its safety reporting system and others Safety Data Collection and Processes Systems(SDCPS) in place; and
- d) Establishment of a just culture which encourages safety reporting.

b) Other Position Holders

Additional Airport Position Holders, having direct access to the Accountable Manager, responsible for safety critical aspects for the airport operation to include the following:

i) **Airport Safety Manager** - a person who shall be the responsible individual and focal point for the development and maintenance of an effective Safety Management System in accordance with these regulations and CAR-14, Part-I

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

ii) **Airport Operations Manager** – a senior person who is responsible for ensuring that the airport and its operation comply with the requirements of these regulations

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

iii) **Aerodrome Maintenance Director/Manager**– a senior person who is responsible for ensuring that the aerodrome's maintenance programmes for safety critical infrastructure comply with the requirements of these regulations

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

iv) **Rescue and Fire fighting Service** (Chief Fire Officer) – a competent person who is responsible for establishing and effectively managing all aspects of Rescue and Fire fighting Services as per the requirements of these regulations and CAR-14, Part-I.

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

3. An applicant for the grant of an airport operator certificate must establish a procedure for initially assessing and for maintaining the competence of personnel required to manage, operate and maintain the airport and its services and facilities.

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

4. The Airport Operator shall give consideration to the size and complexity of the organization, recognising that some managers may be multiple Airport Position Holder.
5. The Airport Operator shall ensure that any changes to Airport Position Holders are accepted by the Authority prior to the change.
6. The Airport Operator shall update its Airport Manual including the organisational structure with respect to the accepted Airport Position Holders.
7. The Airport Operator shall establish and implement a training programme to maintain the competency of the safety critical personnel.
8. The Airport Operator shall maintain appropriate qualification training and proficiency check records to demonstrate compliance with the requirement in 7.

1. BACKGROUND

It is required that the airport operator employs an adequate number of personnel qualified and skilled for performing all critical activities in the airport operations and maintenance processes.

The Civil Aviation Authority of Nepal (CAAN) Airport Certification Regulation, 2004, Chapter-2 Airport Certificate Clause 6. (2), (a) states:

"The applicant of the Airport Certificate as well as the employees to be engaged by him/her in the act of airport operation and repair and maintenance are competent and experienced to operate and maintain the airport".

Airport Operator's competency is also featured in the ICAO Doc 9981 – PANS Aerodromes. Paragraph 2.4.3.4 of Doc 9981 states:

"Aerodrome operators should ensure that analysis of safety occurrences at the Airport is performed by competent personnel who have been trained to perform these tasks".

Competency of operational personnel is assessed as part of on-site verification of operational procedures and administrative inspections. This provides a good picture about training and qualification of airport operational staff assigned to perform safety critical functions.

The CAAN shall grant a certificate in respect of an airport it is satisfied that the applicant is competent, having regard to his previous conduct and experience, his equipment, organisation, staffing, maintenance and other arrangements, to secure that the airport and the airspace within which its visual traffic pattern is normally contained and are suitable for use by aircraft.

1.1. COMPETENCE OF PERSONNEL

Competency Assessment Criteria for Airport Position Holders are as follows:

1.1.1. CAAN's Assessment Criteria for Airport Position Holder: Accountable Manager

Performance Criteria

- Full control of the human resources required for the operations authorised to be conducted under the Aerodrome Certificate.
- Full control of the technical resources required for the operations authorised to be conducted under the Aerodrome Certificate.
- Full control of the financial resources required for the operations authorised to be conducted under the Aerodrome Certificate.
- Final authority over operations authorised to be conducted under the Aerodrome Certificate.
- Ultimate responsibility and accountability for the establishment, implementation and maintenance of the Safety Management System.
- Authority and accountability for establishment, implementation, communication and promotion of the safety policy.
- Authority and accountability for establishment of the organisation's safety objectives and safety targets.
- Final responsibility for the resolution of all safety issues.
- Authority and accountability for establishment, implementation and maintenance of the organisation's competence to learn from the analysis of data collected through its safety reporting system and others.
- Safety Data Collection and Processes Systems (SDCPS) in place;and
- Authority and accountability for establishment of a just culture which encourages safety reporting.

Knowledge Criteria

- Knowledge and understanding of the documents that prescribe relevant Airport safety standards.
- Understanding of the requirements for competence of aerodrome management personnel, so as to ensure that competent persons are in place.

- Knowledge and understanding of safety, quality, and security management systems related principles and practices, and how these are applied within the organisation.
- Knowledge and understanding of the key issues of risk management within the aerodrome.
- CAAN regulatory framework.
- CAAN State Safety Programme and Aerodrome SMS.
- CAAN Airport Certification Process.
- CAAN Regulatory Oversight Process.
- CAAN Enforcement Process.

Supporting Documents

- Organisational Structure.
- Other relevant documents if requested by Authority.

1.1.2. CAAN's Assessment Criteria for Aerodrome Position Holder: Aerodrome Safety Director/Manager

Performance Criteria

- Responsible individual and focal point for the development and maintenance of an effective Safety Management System.
- Ensure that processes needed for the SMS are established, implemented and maintained.
- Reportable directly to the Accountable Manager on the performance of the SMS and on any need for improvement.
- Ensure safety promotion throughout the organisation.
- The role of the safety manager should be to:
 - facilitate hazard identification, risk analysis, and management;
 - monitor the implementation and functioning of the Safety Management System, including the necessary safety actions;
 - manage the safety reporting system of the Airport;
 - provide periodic reports on safety performance;
 - ensure maintenance of safety management documentation;
 - ensure that there is safety management training available, and that it meets acceptable standards;
 - provide advice on safety matters; and
 - initiate and participate in internal occurrence/accident investigations.

Knowledge Criteria

- Practical experience and expertise in airport operations, maintenance or similar area.
- Knowledge of the Aerodrome Manual.
- Comprehensive knowledge of the applicable requirements in the area of airports.
- CAAN Regulatory framework.
- CAAN State Safety Programme / Airport SMS.
- CAAN Airport Certification Process.
- CAAN Airport Projects.
- CAAN Regulatory Oversight Process.
- CAAN Enforcement Process.

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications.
- Other relevant documents if requested by Authority.

1.1.3. CAAN's Assessment Criteria for Airport Position Holder: Airport Operations Director/Manager

Performance Criteria

- Ensure that Aerodrome certification requirements are met, and that the airport operates in accordance with certificate conditions and regulatory requirements.
- Accountable for day- to- day airport operations.
- Ensure an understanding by the airport management of the certification requirement for and status of the Aerodrome Manual.
- Responsible for the management of the operational services of the airport.
- Analyse audit findings and inspections to the Authority, and initiate actions.
- Use feedback from auditing and inspections to recommend appropriate changes to airside safety management procedures and ensure implementation.
- Monitor airside planning and development for compliance.
- Develop proactive working relationships with airport users.

Knowledge Criteria

- Practical experience and expertise in airport operations or maintenance (or similar area) respectively.
- Comprehensive knowledge of the applicable requirements in the area of airports.

- Appropriate level of knowledge of safety and quality management.
- Knowledge of the Aerodrome Manual.
- CAAN Regulatory Framework.
- CAAN State Safety Program / SMS.
- CAAN Airport Certification Process.
- CAAN Airport Projects.
- CAAN Regulatory Oversight Process.
- CAAN Enforcement Process.

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications.
- Other relevant documents if requested by Authority.

1.1.4. CAAN's Assessment Criteria for Airport Position Holder: Airport Maintenance Director/Manager

Performance Criteria

- Ensure that aerodrome certificating requirements are met, and that the airport facilities are accurately reported (Aerodrome Manual/AIP) and in accordance with the regulatory requirements.
- Ensure airport facilities are compatible with sizes, types and frequency of aircraft in accordance with company and legislative requirements.
- Ensure that maintenance policies, procedures and training fulfil the aims of the airport and meet regulatory requirements.
- Ensure understanding of regulatory requirements specific to electrical systems.
- Ensure understanding of regulatory requirements specific to aeronautical ground lighting and other visual aids such as markings.
- Ensure understanding of regulatory requirements specific to airport pavements.
- Ensure understanding of role as related to airport reporting systems to include hazard identification, defect identification and reporting of safety critical information to the airport Air Traffic Service Unit.
- Ensure basic understanding of airport bird and wildlife hazard management programme.

- Ensure understanding of requirement for corrective and preventive maintenance programme.
- Ensure understanding of competency standards and evaluation programme for maintenance staff maintaining safety critical assets or working in safety critical areas (including both technical and operational).
- (RT/Driving) competencies as necessary.
- Ensure understanding of airport certification scope and process as applicable to both maintenance and facility development activities.

Knowledge Criteria

- Qualified in the role with appropriate education, experience and/or certification.
- Practical experience and expertise in airport maintenance.
- Comprehensive knowledge of the applicable requirements in the areas of electrical systems, aeronautical ground lighting and pavements.
- Knowledge of the Aerodrome Manual.
- Knowledge of applicable ICAO guidance materials such as Aerodrome Design Manual.
- CAAN Regulatory framework.
- CAAN State Safety Programme / Aerodrome SMS.
- CAAN Regulatory Oversight Process and CAAN Enforcement Process.
- CAAN Process for the reporting and follow-up of accidents, incidents and emergencies on the airport.

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications.
- Other relevant documents if requested by Authority.

1.1.5. CAAN's Assessment Criteria for Airport Position Holder: Rescue and Fire fighting Service (Chief Fire Officer).

Performance Criteria

- Ensure that aerodrome certificating requirements are met, and that the airport operates in accordance with the regulatory requirements in the provision of RFFS.
- Ensure emergency fire and rescue facilities are compatible with sizes, types and frequency of aircraft in accordance with company and legislative requirements.

- Ensure that rescue and fire fighting, policies, procedures and training fulfil the aims of the airport and meet regulatory requirements.
- Ensure that procedures for auditing driver training programmes are to established standards.
- Ensure the use of communication protocols and procedures is in accordance with regulations.
- Assess the feasibility of continuing airport operations in an emergency situation.
- Ensure appliances and equipment meets all regulatory requirements.
- Establish an effective Incident Command & Control System.

Knowledge Criteria

- Qualified in the role with appropriate education, experience and/or certification.
- Practical experience and expertise in airport RFFS.
- Comprehensive knowledge of the applicable requirements in the areas of RFFS and airports.
- Knowledge of the Aerodrome Manual.
- CAAN Regulatory framework.
- CAAN State Safety Programme / Aerodrome SMS.
- CAAN Regulatory Oversight Process.
- CAAN Enforcement Process.
- CAAN Process for the reporting and follow- up of accidents, incidents and emergencies on the airport.

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- Other relevant documents if requested by Authority.

1.2. DETERMINATION OF PERSONNEL NEEDS AND QUALIFICATIONS

- a) The airport operator should determine the number of required personnel for the planned tasks.*
- b) The airport operator should determine the required personnel qualifications, in accordance with the applicable requirements. A documented system with defined responsibilities should be in place, in order to identify any need for changes with regard to personnel qualifications.*
- c) Documentation should define the method by which staffing levels are determined in relation to the*

operation, maintenance and management of the airport.

d) Documentation should define the training requirements and training programme to ensure that personnel are adequately trained.

e) Procedures should include the mechanisms that ensure only trained and competent personnel undertake the planned tasks and activities assigned to them.

Distribution of Rules and Procedures

The airport operator should have a system in place to distribute the rules and procedures to personnel to enable them to exercise their duties and responsibilities safely and effectively.

Gap Analysis: Personnel Requirements

The airport operator should conduct gap analysis in order to provide an assessment and demonstration of the following:

- a) Sufficient number of qualified personnel for the planned tasks and activities being performed.
- b) That there are a sufficient number of supervisors assigned to defined duties and responsibilities, taking into account the structure of the organisation and the number of personnel employed.
- c) Those personnel involved in the operation, maintenance and management of the airport are adequately trained in accordance with the organisation's training programme.

Gap Analysis: Minimum Number of Personnel, Personnel Requirements and Training Needs Analysis

- a) A gap analysis should be used as a tool to compare existing operations with the requirement to provide sufficient numbers of trained personnel appropriate for the scale and complexity of the airport and its operations.
- b) As part of the gap analysis process, each assessment should refer to the following categorisation of "High" "Medium" or "Low" in relation to the scale, complexity and demands of the operation and for the provision of a dedicated airport operation team:

High	<ul style="list-style-type: none"> • One or more runways • Complex in nature • Significant developments • Instrument runway • Traffic density of ATC unit: high/medium 	<ul style="list-style-type: none"> • Dedicated operation team • No extraneous or ancillary duties • (Other than AEP response tasks)
Medium	<ul style="list-style-type: none"> • One runway • Instrument runway • Traffic density of ATC unit: medium 	<ul style="list-style-type: none"> • Dedicated operation team • Extraneous or ancillary duties allowable under assessment (Other than AEP response tasks)
Low	<ul style="list-style-type: none"> • One runway • Non-instrument runway • No shift patterns • Traffic density of ATC unit: low 	<ul style="list-style-type: none"> • Option to have a multi-tasked team extraneous duties team allowable under assessment

c) Once the gap analysis has been completed and fully documented, the staffing levels, resources and processes that have been identified as missing or inadequate will form the basis for an implementation plan, in order to become compliant with the regulations.

d) An example of elements to consider for the gap analysis, as part of the airport Safety Management System process, is as follows:

- i. Airport inspection requirements appropriate to the operational use of runway(s) and taxiways;
- ii. Complexity of airport layout, for example:
 - A) Scale of airport (geographical)

xii. Allowance for annual leave, public holidays (in lieu), training, OJT training, special leave and sickness; and

xiii. Sufficient operational administrative support staff (the number of support staff will depend on the complexity of the operations).

Qualification of Personnel

e) The term 'qualified' denotes fitness or fit for the purpose. This may be achieved through fulfilment of the necessary conditions such as completion of required training, or acquisition of a diploma or degree, or through the gaining of suitable experience. It, also, includes the ability, capacity, knowledge or skill that matches or suits an occasion, or makes someone eligible for a duty, office, position, privilege or status.

f) Certain positions may, by nature, be associated with the possession of certain qualifications in a specific field (e.g. rescue and fire fighting, civil, mechanical or electrical engineering, wildlife biology, etc.). In such cases, the person occupying such a position is expected to possess the necessary qualifications.

Combination of Nominated Airport Position Holders

(a) The acceptability of a single person holding more than one position, possibly in combination with being the Accountable Manager, should depend upon the Airport Operator's organisation, and the size and complexity of its operations. The two main areas of concern should be competence, and an individual's capacity to meet his/her responsibilities.

(b) As regard to competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one position.

(c) The capacity of an individual to meet his/her responsibilities should primarily be dependent upon the complexity of the airport operator's organisation and its operations. However, the size and complexity of the airport operator's organisation, or of its operation may prevent, or limit, combinations of positions.

Changes to Airport Position Holders:

The Airport Operator should apply for a change to the nominated Airport Position Holder by submitting an application for a change of Airport Position Holder, with required supporting documentation to the Authority. The application should additionally include evidence of management of change.

Temporary Airport Position Holders:

When an Airport Position Holder is unavailable for lengthy periods, or has left the organisation, the Airport Operator should notify the Authority of a replacement or temporary Airport Position Holder. The Authority may request an interview with a proposed temporary Airport Position Holder.

1.3. TRAINING PROGRAMMES TO BE ESTABLISHED AND IMPLEMENTED

1.3.1. Training programme

a) The training programme should cover all personnel:

i) involved in the operation, maintenance and management of the airport (supervisors, managers, senior managers, and the Accountable Manager); and

ii) Operating unescorted on the Movement Area, and other operational areas of the airport, and which are related to the airport operator, or other organisations which operate or provide

services at the airport, regardless of their level in the organisation.

b) The training of persons mentioned in paragraph a) should be completed prior to the initial performance of their duties, or allowing them unescorted access on the Movement Area and other operational areas of the airport, as appropriate. The training programme should include Safety Management System training whose level of detail should be appropriate to the individual's responsibility and involvement in the Safety Management System and should also include human and organisational factors; for those persons referred to in paragraph under a) ii) employed by other organisations operating, or providing services at the airport, the Safety Management System training may cover only the necessary elements (e.g. relevant procedures, safety reporting system, airport safety programmes, FOD awareness, etc.).

c) The training programme should consist of the following:

i) a process to identify training standards, including syllabi, and frequency for each type of training and area of activity for the persons mentioned in paragraph a), including for instructors and assessors, and track completion of required training;

ii) a validation process that measures the effectiveness of training;

iii) initial job-specific training;

v) on-the-job training; and

v) recurrent training.

d) The training programme should identify training responsibilities and contain procedures:

i) for training and checking of the trainees;

ii) to be applied in the event that personnel do not achieve or maintain the required standards.

e) Training contents and syllabi should comply with the training requirements described in the Aerodrome Manual.

f) A training file should be developed for each employee, including management, to assist in identifying and tracking employee training requirements, and verifying that personnel have received the planned training.

1.3.2. Training Programmes – Checking of Trainees

a) Checking required for each training course should be accomplished by the method appropriate to the training element to be checked.

b) Training elements that require individual practical participation may be combined with practical checks.

1.3.3. Methodology– Checking of Trainees

The methods to be used for the checking of the trainees could include:

a) Practical demonstration,

b) computer-based assessment,

- c) Oral or written tests or combinations of such methods, as appropriate.

1.3.4. Training Records

a) **Training Programme:** The airport operator should maintain records of the training sessions that it has provided, including as a minimum the following:

- i) area of training and subjects covered;
- ii) names of participants/signed list of participants;
- iii) date and duration of training; and
- iv) name of the instructor.

b) **Training Records of Individuals:** The training records maintained for each individual should include as a minimum:

- i) the name of the trainee;
- ii) the date(s) and the duration of the training;
- iii) the place where the training was received;
- iv) the name of the organisation that provided the training;
- v) the subjects covered, and the methodology of the course;
- vi) any comments made by the instructor if applicable;
- vii) performance evaluation of the trainee if applicable; and
- viii) the name and signature of the instructor.

1.3.5. Proficiency Check Records

The proficiency check records maintained for each individual should include as a minimum:

- a) the name of the person checked;
- b) the date(s) and the duration of the proficiency check;
- c) the methodology of the check conducted;
- d) any comments made by the assessor;
- e) the performance evaluation of the person checked; and
- f) the name and signature of the assessor.

APPENDIX A - ACCEPTABLE MEANS OF COMPLIANCE (AMC) & GUIDANCE MATERIAL (GM) ON PERSONNEL REQUIREMENTS

Note: The guidance material in this Appendix is in support of the Personnel Requirements Chapter.

1.1 Nominated Persons

1.1.1 Acceptance from the Authority will be required for all persons nominated as Airport Position Holders.

1.1.2 The Authority's acceptance of nominated Airport Position Holders is based on the applicable Assessment and the applicant's demonstration of knowledge of the applicable regulations and an understanding of the proposed position.

1.1.3 Selection of the Position Holder is the responsibility of the applicable Airport Operator. The regulation and Guidance Material aims to assist Airport Operators to be satisfied that persons within the management structure possess the relevant operational safety competence, and be able to identify any gaps that may exist in the areas of competence for their particular airport. The size, complexity and scale of operations of an airport will be a component of the Operator's assessment process. The detailed scope of Position Holders accountabilities and responsibilities are likely to be affected by this assessment, which should be aligned with the airport's SMS.

1.1.4 Regulation includes specific roles for which Airport Position Holder acceptance by the Authority will be required. However, while the specific job title designations for the positions may differ, the scope should include the accountabilities and responsibilities as stated in the regulation.

1.1.5 Cases for interviews with nominated Airport Position Holders include the following:

- a) start of operations before issuing the first Airport Certificate; or
- b) change of Airport Position Holders at a Certified Airport.

1.1.6 Purpose of the interview between CAAN and the nominated Airport Position Holder is as follows:

- a) exchange of information between the intended nominated persons and the Authority for the latter to acquire information on the intended work areas and the applicant's competence level so as to verify their suitability for the position(s); and
- b) to create good contact and understanding between both parties, and to come to a mutual conclusion on, if necessary, possible solutions for training and personal development overtime.
- c) CAAN process of acceptance of Position Holders is based on the applicant demonstrating knowledge of the applicable regulations, having an understanding of the role applied for and of the standards required by the Authority. The process includes a review of the submitted details to determine the suitability of the person for the

role.

1.1.7 Possible agenda items include:

- a) information from the Authority on organisation and mission of the CAAN, the regulatory framework and specifically Safety Management System requirements;
- b) information from the nominated person concerning the intended work area;
- c) enforcement methodology of the CAAN;
- d) the role and responsibility of the Airport Position Holder;
- e) expected competence requirement of the nominated person in relation to present personal status and experience presented in their curriculum vitae or equivalent documentation;
- f) discussion concerning depth of knowledge and understanding of the applicable legislation and regulations;
- g) the role and responsibility of the CAAN and of the nominated person;
- h) understanding of aviation in general and for the specific nominated position, how operators/activities at the airport including Air Navigation Service Providers, and other aviation activities can impact aircraft safety; and
- i) Distribution of delegated powers depending on the organisational situation.

APPENDIX B

NAME OF AERODROME:
ADDRESS
POSTAL ADDRESS
DATE OF INSPECTION
INSPECTORS (S)
Assessment Code: = <i>Satisfactory (Requirements met)</i> N/S = <i>Not Satisfactory</i> <i>(Requirements not met)</i> N/A = <i>Not Applicable</i>

Note:

1. *Validate competence of job holder through on-site interviews (at aerodrome)*
2. *Attach copies of training certificates to validate competence*

JOB 01: AIRPORT **General** MANAGER or AIRPORT DIRECTOR, MANAGER

JOB HOLDER DETAILS

NAME
GENDER:
DESIGNATION:
YEARS OF EXPERIENCE ON THE JOB:
ACADEMIC QUALIFICATIONS:
DUTIES AND RESPONSIBILITIES: <i>Ensuring day to day operations of the aerodrome to ensure compliance with the approved aerodrome manual and Civil Aviation (Aerodrome) Regulations, Manual of Aerodromes Standards and related guidance material. He is responsible for management responsibilities including human and financial resources at the aerodromes.</i>

ASSESSMENT CRITERIA FOR AIRPORT MANAGER

Performance Criteria	S	A
Full control of the human resources required for the operations authorized to be conducted under the operations approval certificate(e.g. Aerodrome Certificate)		
Full control of the financial resources required for the operations authorized to be conducted under the operations approval certificate (e.g. Aerodrome Certificate)		
Final authority over operations authorized to be conducted under the operations approval certificate(e.g. Aerodrome Certificate)		
Direct responsibility for the conduct of the organization's affairs		
Final responsibility for all safety issues		
Knowledge Criteria	S	A
Knowledge and understanding of the documents that prescribe relevant aerodrome safety standards		
Understanding of the requirements for competence of aerodrome management personnel ,so as to ensure that competent persons are in place		
Knowledge and understanding of safety, quality, and security management systems related principles and practices, and how these are applied within the organization		
Knowledge and understanding of the key issues of risk management within the aerodrome operational aspects		
CAAN regulatory framework		
State Safety Programme and Aerodrome SMS		
Aerodrome Certification Process		
CAAN Regulatory Oversight Process		
CAAN Enforcement Procedure		

Inspector's Comment**JOB 02: HEAD OF SAFETY AND COMPLIANCE****JOB HOLDER DETAILS**

NAME
GENDER:
DESIGNATION:
YEARS OF EXPERIENCE ON THE JOB:
ACADEMIC QUALIFICATIONS:
DUTIES AND RESPONSIBILITIES: <i>Responsible for compliance related responsibilities including certification of aerodrome, resolution of safety concerns in line with the regulations and implementation of aerodrome best practices and ICAO Standards and Recommended practices</i>

ASSESSMENT CRITERIA FOR HEAD OF SAFETY AND COMPLIANCE

Performance Criteria		S	A
Responsible individual and focal point for the development and maintenance of an effective safety management system;			
Ensure that processes needed for the SMS are established, implemented and maintained			
Reportable directly to the Accountable Manager on the performance of the SMS and on any need for improvement			
Ensure safety promotion throughout the organization			
The role of the safety manager should be to: i. Facilitate hazard identification, risk analysis, and management; ii. Monitor the implementation and functioning of the safety management system, including the necessary safety actions; iii. Manage the safety reporting system of the aerodrome; iv. Provide periodic reports on safety performance;			

v. Ensure maintenance of safety management documentation;			
vi. Ensure that there is safety management training available, and that it meets acceptable standards;			
vii. Provide advice/mitigation measures on safety matters; and			
viii. Initiate and participate in internal occurrence/accident investigations;			
Knowledge Criteria		S	A
Practical experience and expertise in aerodrome operations, maintenance or similar area			
Knowledge of the Aerodrome Manual			
Comprehensive knowledge of the applicable requirements in the area of aerodromes			
CAAN Regulatory framework			
Aerodrome SMS and State Safety Programme (SSP)			
CAAN Aerodrome Certification Process			
Knowledge of CAAN Technical Guidance Material			
Knowledge of ICAO Annex 14 and related ICAO Documents (Aerodromes)			
Managing Findings and Recommendations (F&R), preparation and implementation of corrective action plan (CAP) from the certification and continuing surveillance of aerodrome			
Implementation of Aerodrome emergency plan			
Implementation of Wildlife Hazard Management			
Aerodrome Projects Management			
Aerodrome Engineering			
CAAN Regulatory Oversight Process			
CAAN Enforcement Procedures			

Inspector's Comment**JOB 03: HEAD AERODROME OPERATIONS****JOB HOLDER DETAILS**

NAME
GENDER:
DESIGNATION:
YEARS OF EXPERIENCE ON THE JOB:
ACADEMIC QUALIFICATIONS:
DUTIES AND RESPONSIBILITIES: <i>Responsible for day to day operational safety principles and procedure contained in the Aerodrome Manual, organizational activities of personnel associated with the management of operation of aerodrome in line with the Aerodrome Manual. This includes also self inspections and oversight of third parties</i>

ASSESSMENT CRITERIA FOR HEAD AERODROME OPERATIONS

Performance Criteria	S	A
Ensure that aerodrome certificating requirements are met, and that the aerodrome operates in accordance with certificate conditions and regulatory requirements		
Accountable for day-to-day aerodrome operations		
Ensure an understanding by the aerodrome management of the certification requirement for and status of the Aerodrome Manual		
Responsible for the management of the operational services and maintenance of the aerodrome		

Analyze auditing findings and inspections to the CAAN, and initiate actions			
Use feedback from auditing and inspection to recommend appropriate changes to movement areas			

Safety management procedures and ensure implementation			
Monitor air side planning and development for compliance			
Develop proactive working relationships with aerodrome users/third parties			
Ensure that aerodrome certification requirements are met, and that the aerodrome operates in accordance with certificate conditions and statutory requirements			
Knowledge Criteria		S	A
Practical experience and expertise in aerodrome operations or maintenance (or similar area) respectively			
Comprehensive knowledge of the applicable requirements in the area of aerodromes			
Appropriate level of knowledge of safety and quality management			
Knowledge of the Aerodrome Manual			
CAAN Regulatory Framework			
Safety Management System/State Safety Programme			
CAAN Aerodrome Certification Process			
Aerodrome Projects			
CAAN Regulatory Oversight Process			
CAAN Enforcement Procedure			

JOB 04: HEAD AERODROME MAINTENANCE

JOB HOLDER DETAILS

NAME
GENDER:
DESIGNATION:
YEARS OF EXPERIENCE ON THE JOB:
ACADEMIC QUALIFICATIONS:
DUTIES AND RESPONSIBILITIES: <i>Responsible for relevant technical services and maintenance related activities to ensure facilities, installations and equipment are functional and serviceable condition for safe operation of aircraft. This include maintenance activities of pavements, aeronautical ground lights, electrical systems, ducts, HVAC and mechanical systems</i>

ASSESSMENT CRITERIA FOR HEAD AERODROME MAINTENANCE

Performance Criteria	S	A	
Ensure that aerodrome certification requirements are met, and that the aerodrome facilities are accurately reported (Aerodrome Manual/AIP)in accordance with the regulatory requirements			
Ensure aerodrome facilities are commensurate with the types and frequency of aircraft tin accordance with legislative requirements			
Ensure that maintenance policies, procedures and training are compatible wit the aerodrome operational requirements			
Ensure understanding of regulatory requirements related to electrical systems			
Ensure understanding of regulatory requirements related to aeronautical ground lighting and other visual aids such as markings and signage			
Ensure understanding of regulatory requirements related to aerodrome pavements			
Ensure understanding of competency standards and evaluation programme for maintenance staff maintaining safety critical assets or working in safety critical areas (including both technical and operational competencies as necessary)			
Ensure understanding of Part XII and XIII of the regulations as applicable to both maintenance of aerodrome facilities			
Knowledge Criteria	S	NS	NA
Qualified in the role with appropriate education, experience and/or certification			
Practical experience and expertise in aerodrome maintenance			
Comprehensive knowledge of the applicable requirements in the areas of electrical systems, aeronautical ground lighting and pavements			
Knowledge of the Aerodrome Manual operational requirements			
Knowledge of applicable ICAO guidance materials such as the Aerodrome Design Manual			
CAAN Regulatory Framework			

Safety Management System/State Safety Programme			
CAAN Aerodrome Certification Process			
Aerodrome Project Management			
CAAN Regulatory Oversight Process			
CAAN Enforcement Procedure			
Process for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome			
Ensure understanding of role as related to aerodrome reporting systems to include hazard identification, defect identification and reporting of safety critical information to the aerodrome Air Traffic Service Unit			
Ensure basic understanding of aerodrome wildlife hazard management			
Ensure understanding of requirement for corrective and preventive maintenance programme of the aerodrome facilities, equipment and installations			

Inspector's Comment

JOB 05: HEAD AERODROME EMERGENCY SERVICES

JOB HOLDER DETAILS

NAME:
GENDER:
DESIGNATION:
YEARS OF EXPERIENCE ON THE JOB:
ACADEMIC QUALIFICATIONS:
DUTIES AND RESPONSIBILITIES: <i>responsible for day to day management and operation of aerodrome emergency services including RFFS and personnel training</i>

ASSESSMENT CRITERIA FOR HEAD AERODROME EMERGENCY SERVICES

Performance Criteria	NS	A
Ensure that aerodrome certificating requirements are met, and that the aerodrome operates in accordance with the regulatory requirements in the provision of Aerodrome Emergency Services		
Ensure emergency fire and rescue facilities are compatible with sizes, types and frequency of aircraft in accordance with regulatory requirements		
Ensure that rescue and firefighting, police, procedures and training meet regulatory requirements and are commensurate with aerodrome operations		
Ensure that procedures for auditing driver training programmes are to established standards		
Ensure the use of communication protocols and procedures is in accordance with regulations		
Assess the feasibility of continuing aerodrome operations in an emergency situation		
Ensure appliances and equipment meet all regulatory requirements		
Establish an effective Command & Control System		
Knowledge Criteria	NS	A
Qualified in the role with appropriate education, experience and/or certification		
Practical experience and expertise in aerodrome AES		
Comprehensive knowledge of the applicable regulatory requirements in the areas of Aerodrome Emergency Services		
Knowledge of the Aerodrome Manual		
CAAN Regulatory Framework		
Safety Management System/State Safety Programme		
CAAN Aerodrome Certification Process		
CAAN Regulatory Oversight Process		
CAAN Enforcement Procedure		
Process and procedure for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome		

Inspector's Comment