

Statutory Instrument No. 25 of 2012

CIVIL AVIATION ACT
(Act No. 11 of 2011)

**CIVIL AVIATION (APPROVED TRAINING ORGANISATIONS)
REGULATIONS, 2012**

(Published on 23rd March, 2012)

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SCHEDULES

IN EXERCISE of the powers conferred on the Minister of Transport and Communications by section 89 of the Civil Aviation Act, and on the recommendation of the Civil Aviation Authority, the following Regulations are hereby made —

PART I — *Preliminary*

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| <p>1. These Regulations may be cited as the Civil Aviation (Approved Training Organisations) Regulations, 2012.</p> | Citation |
| <p>2. These Regulations shall apply —</p> <p>(a) to all aircrafts registered in Botswana, wherever they may be;</p> <p>(b) to all aircrafts not registered in Botswana when they are in Botswana,</p> <p>(c) to citizens of Botswana, in so far as they prohibit, require or regulate the doing of anything to an aircraft registered in Botswana while in Botswana, and</p> <p>(d) any person in so far as they prohibit, require or regulate the doing of anything to any aircraft registered in Botswana wherever they may be.</p> | Application |
| <p>3. In these Regulations, unless the context otherwise requires —</p> <p>“accountable manager” means a manager who has corporate authority for ensuring that all training commitments can be financed and carried out to the standard required by the Authority and any additional requirements;</p> <p>“aeroplane” means a power-driven heavier-than-air aircraft, deriving its lift in flight chiefly from aerodynamic reactions on surfaces which remain fixed under given conditions of flight;</p> <p>“aircraft” means a machine that can derive support in the atmosphere from the reactions of the air, other than the reactions of the air against the earth’s surface;</p> <p>“approved training” means training conducted under curricula and supervision approved by the Authority;</p> <p>“approved training organisation” means an organisation approved by the Authority under these Regulations to perform approved training and operating under the supervision of the Authority;</p> <p>“flight simulator training device (FSTDs)” means any one of the following types of apparatus in which flight conditions are simulated on the ground —</p> <p>(a) a flight simulator, which provides an accurate representation of the cockpit of a particular aircraft type to the extent that the mechanical, electrical, electronic, aircraft systems control functions, the normal environment of flight crew members, and the performance and flight characteristics of that type of aircraft are realistically simulated;</p> <p>(b) a flight procedures trainer, which provides a realistic cockpit environment, which simulates instrument responses, simple control functions of mechanical, electrical, electronic, and other aircraft systems, and the performance and flight characteristics of aircraft of a particular class; or</p> <p>(c) a basic instrument flight trainer, which is equipped with appropriate instruments, and which simulates the cockpit environment of an aircraft in flight in instrument flight conditions;</p> | Interpretation |

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- “procedures manual” means a manual containing procedures, instructions and guidance for use by personnel of an approved training organisation in the execution of their duties;
- “psychoactive substances” includes alcohol, opioids, cannabinoids, hypnotics, cocaine and volatile solvents;
- “quality manager” means a manager, who is responsible for the management of the quality system and quality assurance programme;
- “quality system” means the documented organisational procedures and policies, the internal audit of those policies and procedures and the management review and recommendation for quality improvement;
- “safety manager” means a manager of the approved training organisation accountable to the Authority who is responsible for the development and maintenance of an effective safety management system;
- “safety management system” means a systematic approach to managing safety, including the necessary organisational structures, accountabilities, policies and procedures;
- “satellite approved training organisation” means an approved training organisation at a location other than the primary location of the approved training organisation;
- “training manual” means a manual containing the training goals, objective, standards syllabi and curriculum for each phase of an approved training course; and
- “training specifications” means a document issued to an approved training organisation certificate holder by the Authority that specifies training program requirements and authorises the conduct of training, checking and testing.

PART II — *Certification*

General

4. (1) A person shall not operate a training organisation without an approved training organisation certificate and training specifications issued under these Regulations.

(2) A person shall not conduct training, testing or checking in a Flight Simulator Training Device without, or in violation of, the certificate and training specifications required under these Regulations.

(3) The Authority shall issue to a training organisation that meets the requirements of these Regulations, an approved training organisation certificate and training specifications for providing courses for flight crew licences and ratings and for courses for personnel other than flight crew members, as approved by the Authority.

(4) Any person who contravenes this regulation commits an offence and is liable to a fine not exceeding P50 000, or to imprisonment for a term not exceeding 10 years, or to both.

5. (1) A person who wishes to apply for an approved training organisation certificate and training specifications, shall apply to the Authority, at least 90 days before the beginning of any proposed training.

(2) The certification process shall follow a five phase approach as follows —

- (a) pre-application phase;
- (b) formal application phase;
- (c) document evaluation phase;
- (d) demonstration and inspection phase; and
- (e) certification phase.

(3) An application for a training organisation certificate shall be made in Form A set out in the Schedule 1 and shall be accompanied by a non refundable fee set out in Schedule 5.

(4) An application submitted under subregulation (3) shall contain the following information —

- (a) a statement showing that the minimum qualification requirements for each management position are met;
- (b) a description of the minimum qualifications and ratings for each instructor;
- (c) a statement acknowledging that the applicant shall notify the authority within ten working days of any change made in the assignment of persons in the required management or instructor's positions;
- (d) the proposed training specifications requested by the applicant;
- (e) a description of the training equipment that the applicant proposes to use, including the aircraft, the Flight Simulator Training Devices and any special equipment used for each phase of training;
- (f) a list of the aerodromes or sites at which training flights originate, if applicable, and a description of the applicant's training facilities, equipment and qualifications of personnel to be used;
- (g) a training program, including manuals, curricula, outlines, coursework, procedures and documentation to support the requirements in regulations 18, 20 and 21;
- (h) a description of a record-keeping system that will identify and document the details of training, qualification, and licensing of students, instructors, and evaluators;
- (i) a quality manual or a description of the quality measures proposed;
- (j) a method of demonstrating the applicant's qualification and ability to provide training for a licence or rating in a period less than the minimum hours prescribed by the Authority if the applicant proposes to do so;
- (k) a safety management system manual or a description of the safety management measures proposed; and
- (l) a statement of compliance showing how the applicant has met all applicable requirements in these Regulations.

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- (6) A person applying for an approved training organisation certificate shall ensure that the facilities and equipment described in the application are —
- (a) available for inspection and evaluation prior to approval of the application; and
 - (b) in place and operational at the location of the approved training organisation prior to the issue of a certificate under these Regulations.
- (7) A training organisation located outside Botswana may apply in accordance with this regulation for an approved training organisation certificate.
- 6.** A person applying for an approved training organisation certificate shall satisfy the Authority that there shall be on its staff —
- (a) an accountable manager;
 - (b) a quality manager;
 - (c) a safety manager;
 - (d) a head of training;
 - (e) a chief flight instructor, as applicable;
 - (f) a chief ground instructor, as applicable; and
 - (g) an adequate number of ground and flight instructors relevant to the courses provided.
- 7.** (1) The Authority shall, after inspection and approval of the application, issue to an applicant who meets the requirements of these Regulations —
- (a) an approved training organisation certificate containing —
 - (i) the name and location of the approved training organisation,
 - (ii) the date of issue and period of validity of the certificate, and
 - (iii) the authorised locations of operations;
 - (b) training specifications containing —
 - (i) authorisation for the approved training organisation,
 - (ii) the type of training authorised, including approved training courses,
 - (iii) the rating, category, class and type of aircraft,
 - (iv) for each synthetic flight trainer that may be used for training, testing and checking, the make, model and series of aircraft being simulated, the qualification level and the identification number assigned by the Authority,
 - (v) any aircraft, or part of the aircraft, approved for training, as appropriate,
 - (vi) the staff required to perform and meet the requirements of these Regulations, and
 - (vii) any other items the Authority may require.
- (2) The approved training organisation certificate shall be in Form B set out in Schedule 1 and shall be accompanied by a fee set out in Schedule 5.
- (3) The Authority shall refuse to issue an approved training organisation certificate if it finds that the applicant does not comply with any of the requirements under these Regulations.

Proof of
personnel

Issuance of
certificate

8. (1) An approved training organisation certificate issued or renewed under these Regulations shall be valid for a period of 12 months, from the date of issue or renewal, unless —

a shorter period is specified by the Authority;

(a) the Authority amends, suspends, revokes or otherwise terminates the certificate; or

(b) the approved training organisation surrenders it to the Authority.

(2) Any person who contravenes this regulation commits an offence and is liable to a fine not exceeding P25 000, or to imprisonment for a term not exceeding five years, or to both.

9. (1) The Authority may amend an approved training organisation certificate or the training specifications —

(a) on the Authority's own initiative, or

(b) upon application by the certificate holder.

(2) Application to amend a certificate under subregulation (1) (b) shall be made to the Authority in writing detailing —

(a) certificate number of the certificate to be amended,

(b) items to be amended,

(c) a duly certified copy of the court order, or other legal document, verifying the change

of name, in the case of a change in name,

(d) reasons for the amendment, and

(e) any other information that the Authority may require.

10. (1) An approved training organisation may apply for renewal of its approved training organisation certificate at least 30 days before the certificate expires.

(2) An application under subregulation (1) shall be made in Form A set out in Schedule 1 and shall be accompanied by a non refundable fee set out in Schedule 5.

(3) Where an application for renewal is made after a period not exceeding 30 days after the expiry of a certificate, the Authority may renew the certificate subject to payment of a penalty.

(4) A penalty payable under subregulation (3) shall be a sum equal to one quarter of the renewal fee multiplied by the number of days which have elapsed since the date on which the validity of the certificate expired, calculated to the nearest Pula.

(5) An application for the renewal of a certificate that expired 30 days or more prior to the application for renewal shall be treated as an application for a new certificate and the provisions of regulation 4 shall apply.

(6) The Authority shall inspect an approved training organisation that applies for a renewal to ensure that the approved training organisation meets the requirements prescribed in these Regulations.

11. (1) A holder of an approved training organisation certificate shall, at all times, display the certificate in a conspicuous manner.

(2) Any person who contravenes subregulation (1) commits an offence and is liable to a fine not exceeding P10 000, or to imprisonment for a term not exceeding two years, or to both.

Validity of
certificate

Amendment
of certificate

Renewal of
certificate

Display of
certificate

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Inspection of certificate	<p>12. (1) A person who holds an approved training organisation certificate required by these Regulations shall immediately present it for inspection when requested by the Authority or any person authorised by the Authority.</p> <p>(2) Any person who contravenes subregulation (1) commits an offence and is liable to a fine not exceeding</p>
Certificate holder responsibility	<p>P 10 000, or to imprisonment for a term not exceeding two years, or to both.</p> <p>13. (1) A holder of an approved training organisation certificate shall —</p> <ul style="list-style-type: none">(a) ensure that the facilities and working environment of the approved training organisation are appropriate for the tasks to be performed;(b) ensure that it has the necessary technical data, equipment, training devices and material to conduct the courses for which it is approved;(c) not make a substantial change in the facilities, equipment or material that have been approved for a particular training program, unless prior approval is given by the Authority; and(d) maintain the records required by these Regulations in facilities adequate for that purpose. <p>(2) Any person who contravenes subregulation (1) commits an offence and is liable to a fine not exceeding P50 000, or to imprisonment for a term not exceeding 10 years, or to both.</p>
Quality system for approved training organisation	<p>14. (1) A holder of an approved training organisation certificate shall establish a quality system acceptable to the Authority which shall include —</p> <ul style="list-style-type: none">(a) an independent audit procedure to monitor training standards;(b) the integrity of knowledge examinations and practical assessments; and(c) compliance with and adequacy of procedures. <p>(2) The management of the quality system specified in subregulation (1) shall include feedback of the independent audit findings to the approved training organisation's senior management personnel and to the accountable manager to ensure that the necessary corrective action is taken.</p> <p>(3) The quality system specified in subregulation (1) shall meet the requirements set out in Schedule 2.</p>
Safety management system	<p>15. An approved training organisation shall establish a safety management system acceptable to the Authority which shall —</p> <ul style="list-style-type: none">(a) identify safety hazards;(b) ensure the implementation of the remedial action necessary to maintain the agreed safety performance;(c) provide for continuous monitoring and regular assessment of the safety performance;(d) aim at a continuous improvement of the overall performance of the safety management system.
Location of the approved training organisation	<p>16. (1) A holder of an approved training organisation certificate shall establish and maintain a principal place of business that is physically located at the address shown on the certificate.</p> <p>(2) A holder of an approved training organisation certificate may conduct training programs approved by the Authority at a satellite approved training organisation if —</p> <ul style="list-style-type: none">(a) the facilities, equipment, personnel and course content of the satellite approved training organisation meet requirements of an approved training organisation;

- (b) the instructors at the satellite approved training organisation are under the direct supervision of management personnel of the principal approved training organisation; and
 - (c) the approved training organisation certificate holder's training specifications reflect the name and address of the satellite approved training organisation and the approved training courses offered at the satellite approved training organisation.
- (3) The Authority shall issue training specifications which prescribe the operations required and authorised at each satellite approved training organisation.
- (4) Notwithstanding subregulation (2), an approved training organisation may sub-contract certain activities to any other organisations, subject to the approval of the Authority.
- (5) The ultimate responsibility for the training provided by the satellite approved training organisation shall remain with the approved training organisation.
- (6) A holder of an approved training organisation certificate and a satellite approved training organisation shall execute a written agreement defining the safety and quality-related services to be provided and stating that the satellite approved training organisation's safety related activities relevant to the agreement shall be included in the approved training organisation's quality assurance programme.

17. (1) An approved training organisation shall, within 30 days before a change specified in this subregulation, notify the Authority in writing of a change to —

- (a) the name of the organisation;
 - (b) the location of the organisation;
 - (c) the accountable manager;
 - (d) any of the management personnel specified in the training and procedures manual;
 - (e) the housing, training facilities and equipment, procedures;
 - (f) the training programs and work scope;
 - (g) any ratings held by the approved training organisation, whether granted by the Authority or held through an approved training organisation issued by another State;
 - (h) mailing address;
 - (i) additional locations of the organisation; and
 - (j) items in the training and procedures manual, including the syllabus and curricula.
- (2) The changes notified under subregulation (1) shall not take effect unless prior written approval is granted by the Authority.
- (3) The Authority may prescribe the conditions under which an approved training organisation may operate during the period the changes as specified in subregulation (1) occur unless the Authority determines that the approval shall be suspended.
- (4) Any person who contravenes this regulation commits an offence and is liable to a fine not exceeding P50 000, or to imprisonment for a term not exceeding 10 years, or to both.

Changes
requiring
notification of
Authority

PART III — *Training and Procedures Manual*Approval of
training
programme

18. (1) A holder of an approved training organisation certificate shall apply to the Authority for training program approval.

(2) An applicant under subregulation (1) shall develop a training program for each type of course offered, which shall include —

- (a) a breakdown of flying and theoretical knowledge instruction in either a week-by-week or phase presentation;
- (b) a list of standard exercises and a curriculum summary in particular, synthetic flight training and theoretical knowledge instruction shall be phased in such a manner as to ensure that students shall be able to apply to flying exercises the knowledge gained on the ground;
- (b) minimum aircraft and flight training equipment requirements for each proposed program;
- (c) minimum instructor qualifications for each proposed programme; and
- (d) a program for initial training and continuing training of each instructor employed to instruct in a proposed program.

(3) The content and sequence of the training program shall be acceptable to the Authority.

Personnel

19. (1) An approved training organisation shall submit documentation to the satisfaction of the Authority that the qualified and competent staff are employed as follows —

- (a) an accountable manager;
- (b) a quality control manager;
- (d) a safety manager;
- (d) a head of training;
- (e) a chief instructor, and
- (f) an adequate number of instructors relevant to the courses provided, qualified in accordance with the requirements of the Authority.

(2) An approved training organisation shall ensure that all instructional staff receive initial and continuous training appropriate to their assigned tasks and responsibilities, including training in knowledge and skills related to human performance.

(3) An approved training organisation shall submit credentials to the Authority for all staff specified in this regulation and shall show that they have relevant qualifications and satisfactory experience related to approved training as appropriate in accordance with Schedule 3.

Training
manual and
procedures
manual

20. (1) A holder of an approved training organisation certificate shall prepare and maintain a training manual and procedures manual containing information and instructions to enable staff to perform their duties and to give guidance to students on how to comply with course requirements, as listed in the training manual and procedures manual set out in Schedule 4.

(2) An approved training organisation may combine the training manual and the procedures manual.

(3) An approved training organisation shall ensure that the training manual and the procedures manual are amended as necessary to keep the information contained therein up to date.

(4) An approved training organisation shall promptly furnish copies of all amendments to the training manual and the procedures manual to the Authority and other personnel and organisations to whom the manual has been issued.

21. The Authority may approve, as provided in the training specifications, the following courses of instruction to an applicant for, or a holder of, an approved training organisation certificate, provided that the applicant meets the requirements of the Authority and these Regulations —

Flight crew
training
courses

- (a) private pilot licence course;
- (b) commercial pilot licence course;
- (c) instrument rating course;
- (d) instrument rating-multi-engine or crew resource management integrated course;
- (e) airline transport pilot licence course;
- (f) class rating course;
- (g) type rating course;
- (h) crew resource management course;
- (i) flight instructor course;
- (j) instructor course for additional type or class ratings;
- (k) instructor course for synthetic flight training;
- (l) refresher courses;
- (m) category II and III operations courses;
- (n) extended range operations by turbine-engined aeroplanes courses;
- (o) human factors courses;
- (p) safety management systems courses; and
- (q) any other course as may be necessary.

22. (1) A holder of an approved training organisation certificate shall have access to an adequate fleet of training aircraft or flight simulator training devices appropriate to the courses provided.

Training
aircraft

(2) The aircraft provided shall be fitted with duplicated primary flight controls for use by the instructor and the student and shall not have swing-over flight controls.

(3) The fleet provided under subregulation (1) shall include —

- (a) as appropriate to the course of training, aeroplanes suitable for demonstrating stalling and spin avoidance;
- (b) helicopters, as appropriate to the course of training, suitable for auto-rotation demonstration; and
- (c) aircraft suitably equipped —
- (d) to simulate instrument meteorological conditions, and
- (3) for instrument flight training and testing.

23. The Authority may approve the following courses of instruction to an applicant for, or holder of, an approved training organisation certificate, provided the applicant meets the requirements of the Authority —

- (a) aircraft maintenance engineers basic course;
- (b) airframe rating, power-plant rating, avionics rating course;
- (c) air traffic controller licence course;
- (d) course for ratings of air traffic controller licences;
- (e) flight operation officer course;
- (f) flight radio telephony operator course; and
- (g) cabin crew member course.

Training
courses for
licenses
and ratings
for aircraft
maintenance
engineers,
etc.

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Flight simulator training devices

24. An applicant for, or holder of, an approved training organisation certificate providing flight simulator training shall —

- (a) satisfy the Authority that suitably equipped flight simulator training devices are provided having regard to the number of students and courses provided by the organisation; and
- (b) show that each flight simulator training device for training, testing and checking is specifically qualified and approved by the Authority for —
 - (i) each manoeuvre and procedure for the make, model and series of aircraft, set of aircraft, or aircraft type simulated, as applicable, and
 - (ii) each training program or training course in which the synthetic flight trainer is used, if that program or course is used to satisfy any requirement of these Regulations.

Aerodrome and sites

25. (1) An applicant for, or a holder of, an approved training organisation certificate that intends to conduct or conducts flight training shall show that it has continuous use of an airport and sites for helicopter training at which training flights originate and that the airport has an adequate runway and other necessary equipment.

(2) A base aerodrome and any alternative base aerodrome at which flight training is being conducted shall have at least the following facilities —

- (a) one runway or take-off area that allows training aircraft to make a normal take-off or landing at the maximum take-off or maximum landing mass authorised, and touch down autorotation —
 - (i) under calm wind of not more than four knots conditions and temperatures equal to the mean high temperature for the hottest month of the year in the operating area,
 - (ii) clearing all obstacles in the take-off flight path by at least 50 feet,
 - (iii) with the power-plant operation and the landing gear and flap operations where applicable recommended by the manufacturer, and
 - (iv) with a smooth transition from lift-off to the best rate of climb speed without exceptional piloting skills or techniques;
- (b) a wind direction indicator that is visible at ground level from the ends of each runway;
- (c) adequate runway electrical lighting, if used for night training;
- (d) a traffic direction indicator when —
 - (i) the aerodrome does not have an operating tower control, and
 - (ii) traffic and wind advisories are not available; and
- (e) sites available for —
 - (i) confined area operation training,
 - (ii) simulated engine off autorotation and
 - (iii) sloping ground operation.

Records for flight-crew training courses

26. (1) An approved training organisation shall maintain a record for each trainee that includes —

- (a) the name of the trainee;
- (b) a copy of the trainee's airman's certificate or pilot certificate;
- (c) the name of the course and the make and model of flight training equipment used;
- (d) the trainee's prerequisite experience and course time completed;
- (e) the trainee's performance on each lesson and the name of the instructor;

- (f) the date and result of each end of course, skill test and the name of the evaluator conducting the test; and
 - (g) the number of hours of additional training that is accomplished after any unsatisfactory skill test.
- (2) An approved training organisation approved to conduct flight-crew training shall maintain a record for each instructor or evaluator designated to instruct a course approval in accordance with these Regulations.
- (3) An approved training organisation shall keep the records under this regulation for a minimum period of ten years —
- (a) for students, from the date of completion of training, testing or checking, and
 - (b) for staff, from the date of employment.
- (4) The records referred to in subregulations (2) and (3) shall be made available, upon request by the Authority or trainees.

27. (1) An approved training organisation shall issue a graduation certificate to each trainee, upon completion of the training course.

Graduation certificate

- (2) A graduation certificate shall contain the following information —
 - (a) the name and certificate number of the training organisation;
 - (b) the name of the graduate;
 - (c) the name of the course completed;
 - (d) the graduation date;
 - (e) a statement that the graduate has satisfactorily completed the training course and tests; and
 - (f) a statement that the certificate is certified by the chief instructor.

28. (1) An approved training organisation shall apply for examining authority in Form A set out in Schedule 1, and such application shall be accompanied by a non refundable fee set out in Schedule 5.

Examining authority for flight-crew curriculum

(2) An approved training organisation that applies for examining authority shall be in possession of a training organisation certificate and rating issued by the Authority.

(3) An approved training organisation shall have held the rating in which examining authority is sought for at least 24 consecutive calendar months preceeding the month of application for examining authority.

(4) The training course for which examining authority is sought under this regulation shall be a course that meets the minimum ground and flight training time requirements.

(5) Within 24 calendar months before the date of application for examining authority, at least 90 percent of the students in the approved training organisation shall have undergone the required skill or knowledge test, or any combination thereof, for the license or rating for which examining authority is sought on the first attempt and that test shall be given by —

- (a) the Authority; or
- (b) a designated examiner who is not an employee of the approved training organisation.

(6) An approved training organisation that holds examining authority may recommend a person who graduated from its course for the appropriate knowledge or skill test.

(7) An approved training organisation that holds examining authority shall administer tests or checks as required by the Authority, as appropriate to the licence or rating sought.

Transfer of
trainees be-
tween training
organisations

(8) The examining authority of an approved training organisation shall be valid for a period of two years unless suspended or revoked by the Authority, and may be renewed upon request, in writing, to the Authority.

29. A trainee who transfers between approved training organisations may receive credit from a previous training organisation, provided that the following conditions are met —

- (a) the maximum credited training time does not exceed one half of the receiving approved training curriculum requirements;
- (b) the trainee completes a knowledge and proficiency test conducted by the receiving approved training organisation, for the purposes of determining the amount of knowledge and experience to be credited;
- (c) the receiving approved training organisation determines, based on the trainee's performance on the knowledge and proficiency test required under paragraph (b), the amount of credit to be awarded, and records that credit in the trainee's training record;
- (d) the trainee who requests credit for previous experience and knowledge has obtained the experience and knowledge from another approved training organisation; and
- (e) the receiving approved training organisation retains a copy of the trainee's training record from the previous training organisation.

PART IV — *Training Facilities*

Training
facilities

30. (1) A holder of an approved training organisation certificate shall, subject to determination by the Authority, have facilities appropriate for the maximum number of students expected to be taught at any time.

(2) The minimum facilities referred to in subregulation (1), shall be —

- (a) for flight operations —
 - (i) an operation room,
 - (ii) a flight planning room,
 - (iii) adequate briefing rooms, and
 - (iv) an office for the instructors; and
- (b) for knowledge instructions —
 - (i) classroom accommodation,
 - (ii) suitable demonstration equipment,
 - (iii) a radio telephony training and testing facility,
 - (iv) a library, and
 - (v) an office for instructors.

(3) A holder of an approved training organisation certificate shall not make a substantial change in the facilities, equipment or material that have been approved for a particular training program unless prior approval is given by the Authority.

Training
facilities for
air traffic
controllers,
etc.

31. (1) A holder of an approved training organisation certificate to train air traffic controllers or flight radio telephony operators shall have facilities determined by the Authority, as appropriate for the maximum number of students expected to be taught at any time and the ratings sought, as follows —

- (a) an enclosed adequately equipped classroom;
- (b) a well equipped library;
- (c) well designed simulators appropriate for the rating sought;
- (d) adequate office accommodation for instructors;

- (e) a control desk or console, where applicable;
- (f) an International Civil Aviation Organisation approved syllabus for the rating sought; and
- (g) secure storage facilities for examination papers and training records.

(2) A holder of an approved training organisation certificate with air traffic controllers or flight radio telephony operator courses shall maintain instructional equipment as is appropriate to the rating sought.

(3) A holder of an approved training organisation certificate to train air traffic controllers or flight radio telephony operators shall not make any change in the facilities, equipment, simulators or materials that have been approved for a particular training unless prior approval is given by the Authority.

(4) A holder of an approved training organisation certificate to train air traffic controllers or flight radio telephony operators shall ensure that the equipment, materials, and simulators required by subregulations (1) and (2) are in satisfactory working condition for instructional and practice purposes.

32. (1) A holder of an approved training organisation certificate to train flight operations officers or cabin crew members shall have facilities, determined by the Authority, as appropriate for the maximum number of students expected to be taught at any time, as follows —

- (a) adequate enclosed equipped classroom;
- (b) flight operations facilities, including —
 - (i) an operations room,
 - (ii) a flight planning room, and
 - (iii) an office for the instructors;
- (c) suitable demonstration equipment and cabin mockups;
- (d) for flight operations officer training, a radio telephony training and testing facility;
- (e) a well equipped library; and
- (f) secure storage facilities for examination papers and training records.

(2) A holder of an approved training organisation certificate for flight operations officer courses or cabin crew member courses shall have and maintain instructional equipment appropriate for the training sought.

(3) A holder of an approved training organisation certificate shall not make a substantial change in facilities, equipment or material that have been approved for a particular training program unless prior approval is given by the Authority.

(4) A holder of an approved training organisation certificate to train flight operations officers or cabin crew members shall ensure that the equipment and materials, required by subregulations (1) and (2) are in satisfactory working condition for instructional and practice purposes.

33. (1) A holder of an approved training organisation certificate that intends to conduct or conducts aircraft maintenance engineer courses shall have suitable facilities, as determined by the Authority, appropriate for the maximum number of students expected to be taught at any time and the ratings sought, as follows —

- (a) an enclosed adequately equipped classroom;
- (b) a well equipped library;
- (c) workshops, equipment, tools, adequate supply of materials and similar articles appropriate for the rating sought;
- (d) adequate office facilities; and
- (e) secure storage facilities for examination papers and training records.

Training facilities for flight operations officers, etc.

Training facilities for aircraft maintenance engineer courses

(2) A holder of an approved training organisation certificate with approved licenced maintenance engineer courses shall have and maintain the adequate instructional equipment appropriate to the rating sought.

(3) A holder of an approved training organisation certificate shall not make any change in facilities, equipment or material that has been approved for a particular training program, unless prior approval is given by the Authority.

(4) A holder of an approved training organisation certificate to conduct aircraft maintenance engineer courses shall ensure that the tools, equipment, materials, and instructional equipment required by subregulations (1) and (2) are in satisfactory working condition for instructional and practice purposes.

PART V — *General*

Inspection

34. (1) The Authority may, at any time, inspect the facilities, records, personnel and equipment of an approved training organisation certificate holder to determine the approved training organisation's ongoing compliance with these Regulations.

(2) The Authority shall conduct inspections at least once a year.

(3) After the inspection specified in subregulation (1), the Authority shall notify an approved training organisation certificate holder, in writing, of any deficiencies found during the inspection.

(4) The Authority shall also conduct inspections under subregulation (1) on the holder of an approved training organisation certificate based outside Botswana.

(5) An inspection carried out under this regulation shall focus on —

- (a) the adequacy and qualifications of staff;
- (b) the validity of instructors' licences, ratings and logbooks;
- (c) the registration, associated documents and maintenance records of training aircraft;
- (d) the qualification and approval of flight simulator training devices;
- (e) the facilities and training equipment adequacy to the courses being conducted and the number of students;
- (f) the documents related to the courses, updating systems, training and operations manual;
- (g) training records and checking forms;
- (h) flight instruction including pre-flight briefing, actual flight and debriefing;
- (i) the management and control of examinations;
- (j) instruction program for personnel other than flight crew;
- (k) the quality assurance system; and
- (l) the safety management system.

Possession of certificate

35. A holder of an approved training organisation certificate shall have the certificate in their physical possession or at the work site when exercising the privileges of the certificate.

Suspension, revocation, etc.

36. (1) The Authority may, where it considers that it is in the public interest, suspend, pending further investigation, any certificate, exemption or other document issued, granted or which has effect under these Regulations.

(2) The Authority may, upon the completion of an investigation which has shown to its satisfaction, sufficient ground, or where it considers it to be in the public interest —

- (a) vary, suspend, revoke or reinstate any certificate, exemption or other document issued or granted under these Regulations; and
 - (b) prevent, in the operations of an approved training organisation, any person or aircraft from flying.
- (3) A holder or any person having the possession or custody of any certificate, exemption or other document which has been varied, suspended or revoked under these Regulations shall surrender it to the Authority within 14 days from the date of variation, suspension or revocation.
- (4) Breach of any condition subject to which any certificate, exemption or any other document, has been granted or issued under these Regulations shall render the document invalid during the continuance of the breach.

37. (1) A holder of an approved training organisation certificate shall have a system to maintain and retain the following records for a minimum period of ten years from the date of completion of training —

Records to be kept

- (a) details of training given to individual students;
 - (b) detailed and regular progress reports from instructors including assessments, regular progress tests and examinations; and
 - (c) trainee information, including, names, courses taken, certificates held, expiry dates of medical certificates and, if applicable, ratings.
- (2) An approved training organisation shall maintain a system for recording the qualifications and training of instructional and examining staff, where appropriate.
- (3) The records of qualifications and training of instructors and examiners shall be retained for a minimum period of ten years after the instructor or examiner ceases to perform a function for the training organisation.
- (4) An approved training organisation shall submit training records and report as required by the Authority.
- (5) The format of the student training records shall be specified in the training manual.

- 38.** (1) A person shall not —
- (a) use any certificate, approval, permission, exemption or other document issued or required by or under these Regulations which has been forged, altered, revoked, or suspended, or to which he or she is not entitled;
 - (b) forge or alter any certificate, approval, permission, exemption or other document issued or required by or under these Regulations;
 - (c) lend any certificate, approval, permission, exemption or other document issued or required by or under these Regulations to any other person; or
 - (d) make any false representation for the purpose of procuring for the person or any other person the grant, issue, renewal or variation of any such certificate, approval, permission or exemption or other document.

Certificates and records

(2) During the period for which it is required under these Regulations for records to be maintained and preserved, a person shall not mutilate, alter, render illegible or destroy any records, or any entry made therein, or knowingly make, or procure or assist in the making of, any false entry in any such record, including willfully omitting to make a material entry in such record.

(3) All records required to be maintained by or under these Regulations shall be recorded in permanent and indelible material.

(4) A person shall not purport to issue any certificate or exemption for the purpose of these Regulations unless he or she is competent, qualified and authorised to do so under these Regulations.

(5) A person shall not issue any certificate under these Regulations unless he or she has satisfied himself or herself that all statements in the certificate are correct, and that the applicant is qualified to hold that certificate.

Use of
psychoactive
substances

39. (1) A person whose function is critical to the safety of aviation shall not undertake that function while under the influence of any psychoactive substance, by reason of which human performance is impaired.

(2) A person who takes psychoactive substances for medical reasons shall not engage in aviation safety task, unless or she produces a medical report to the effect that the psychoactive substance will not impair his or her performance of the task.

Use of drugs
and alcohol

40. (1) A person who performs any function requiring the Authority's approval may be tested for drug or alcohol usage at any time when performing these functions.

(2) Where the Authority or any person authorised by the Authority wishes to test a person referred to in subregulation (1) for the percentage level of alcohol in the blood or for the presence of narcotic drugs, marijuana or depressants or stimulant drugs or substances in the body and that person —

- (a) refuses to submit to the test; or
- (b) having submitted to the test, refuses to authorise the release of the test results, the Authority may suspend or revoke the certificate of the approved maintenance organisation that employs that person.

(3) In determining whether or not to suspend or revoke the certificate of the approved training organisation, the Authority shall consider all relevant factors, including —

- (a) whether the approved training organisation had knowledge of a person's drug or alcohol use;
- (b) whether the approved training organisation encouraged a person to refuse a drug or alcohol test;
- (c) whether the approved training organisation dismissed a person who failed or refused a drug or alcohol test; or
- (d) the position held in the organisation by the person failing, or refusing a drug or alcohol test.

(4) The Authority shall, where appropriate require an approved training organisation to show cause why a person failing, or refusing, a drug or alcohol test should not be dismissed from the employment of the approved training organisation.

(5) A person who is convicted, whether in or outside Botswana, for any offence relating to the growing, processing, manufacture, sale, disposition, possession, transportation or importation of narcotic drugs, or stimulant drugs or any illegal substances, shall be dismissed from the employment of the approved training organisation.

(6) The Authority may suspend or revoke the certificate of an approved training organisation that refuses to dismiss from its employment, a person convicted of any offences listed under subregulation (5).

(7) Any person who contravenes this regulation commits an offence and is liable to a fine not exceeding P25 000, or to imprisonment for a term not exceeding five years, or to both.

41. A person may apply to the Authority, in writing, for replacement of any document issued under these Regulations if such documents are lost or destroyed. Replacement of documents

42. (1) A training organisation shall not — Advertising limitations

(a) advertise to conduct any training, testing or checking that is not approved by the Authority; or

(b) make any statement relating to its approved training organisation certificate and training specification that is false or designed to mislead any person contemplating enrolment in that approved training organisation.

(2) An approved training organisation that has surrendered its certificate to the Authority or whose certificate has been suspended, revoked or terminated shall promptly cease all advertising and remove all indications including signs, wherever located, that the approved training organisations is certificated by the Authority.

(3) Any person who contravenes the provisions of this regulation commits an offence and is liable to a fine not exceeding P5 000, or to imprisonment for a term not exceeding one year, or to both.

PART VI — *Miscellaneous*

43. (1) A person may apply, in writing, to the Authority for an exemption from these Regulations. Application for exemption

(2) An application for an exemption shall be submitted at least 60 days in advance of the proposed effective date.

(3) The request for an exemption shall contain the applicant's —

- (a) name;
- (b) physical address and mailing address;
- (c) telephone number;
- (d) fax number, if available; and
- (e) email address, if available.

(4) An application under subregulation (1) shall be accompanied by a fee set out in Schedule 5.

44. (1) An application for an exemption shall contain the following — Requirements for exemption

- (a) a citation of the specific requirement from which the applicant seeks exemption;
- (b) an explanation of why the exemption is needed;
- (c) a description of the type of operations to be conducted under the proposed exemption;
- (d) the proposed duration of the exemption;
- (e) an explanation of how the exemption would be in the public interest;
- (f) a detailed description of the alternative means by which the applicant will ensure a level of safety equivalent to that established by the regulation in question;
- (g) a detailed description of any known safety concerns with the requirement, including information about any relevant accidents or incidents of which the applicant is aware; and
- (h) if the applicant seeks to operate under the proposed exemption outside of Botswana's airspace, an indication whether the exemption would contravene any provision of the Standards and Recommended Practices of the International Civil Aviation Organisation as well as the Regulations pertaining to the airspace in which the operation will occur.

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Assessment of application by Authority	<p>(2) Where the applicant seeks urgent processing of an application for emergency, the application must contain supporting facts and reasons why the application was not timely filed, and the reasons why it is urgent.</p> <p>(3) The Authority may deny an application if the Authority finds that the applicant has not justified the failure to apply for an exemption timeously.</p> <p>45. (1) The Authority shall assess the application for exemption for compliance with the requirements of regulations 43 and 44.</p> <p>(2) Where the requirements of regulations 43 and 44 have not been met, the Authority shall immediately notify the applicant and take no further action until the applicant corrects the application and re-files it in accordance with these Regulations.</p> <p>(3) If the applicant makes a request for urgent processing of an application for an exemption, the Authority shall publish the application or the Authority's decision as soon as possible after processing the application.</p>
Evaluation of request for exemption	<p>46. (1) The Authority shall, in deciding whether an exemption should be granted or denied, conduct an evaluation of the request to determine —</p> <ul style="list-style-type: none">(a) whether an exemption would be in the public interest;(b) whether the applicant's proposal would provide a level of safety equivalent to that established by law, although where the Authority decides that a technical evaluation of the request would impose a significant burden on the Authority's technical resources, the Authority may deny the exemption on that basis;(c) whether a grant of the exemption would contravene the applicable International Civil Aviation Organisation Standards and Recommended Practices; and(d) in the event that the exemption is granted, any conditions or limitations that should be part of the exemption. <p>(2) The Authority shall notify the applicant in writing of its of its decision to grant or deny the exemption, and shall give a detailed summary of its decision.</p> <p>(3) The summary referred to in subregulation (2) shall specify the duration of the exemption and any conditions or limitations of the exemption.</p> <p>(4) If the exemption affects a significant population of the aviation community of Botswana, the Authority shall publish the summary in aeronautical information circular.</p>
Fees	<p>47. The fees to be charged in connection with the issue, validation, renewal, extension or variation of any certificate or other document, including the issue of a copy thereof, or the undergoing of any examination, test, inspection or investigation or the grant of any permission or approval, required by, or for the purpose of these Regulations, shall be set out in Schedule 5.</p>
Penalties	<p>48. (1) If any provision of these Regulations is contravened in relation to an aircraft, the operator of that aircraft and the pilot in command shall, without prejudice to the liability of any other person under these Regulations for that contravention, be deemed for the purposes of the following provisions of this regulation to have contravened that provision.</p> <p>(2) Subregulation (1) shall not apply if the operator of that aircraft or the pilot in command proves that the contravention occurred without his consent or connivance and that he exercised all due diligence to prevent the contravention.</p> <p>(3) Any person who contravenes a provision of these Regulations for which a penalty has not been specified commits an offence and is liable to a fine not exceeding P50 000, or to imprisonment for a term not exceeding 10 years, or to both.</p>

49. (1) Notwithstanding any other provision of these Regulations, a person who, at the commencement of these Regulations, is carrying out aviation related-training shall, within six months from the date of commencement of these Regulations, or within such longer period as the Minister may appoint, comply with the requirements of these Regulations or cease to carry out such operations. Transitional provisions

(2) A person who fails to comply with these Regulations within the prescribed period commits an offence and shall be liable to a fine not exceeding P50 000, or to imprisonment for a term not exceeding 10 years, or to both.

50. All valid licences, certificates, permits or authorisation issued or granted by the Director of Civil Aviation or the Authority before the commencement of these Regulations shall remain valid until they expire or are revoked. Savings

SCHEDULE 1

Form A
(reg. 5 (3), 10 (2) and 28 (1))

APPLICATION FORM
(a) FOR AN APPROVED TRAINING ORGANISATION (ATO)
CERTIFICATE AND EXAMINING AUTHORITY

Section 1. General:	
1. Certificate No.	
Part 2 — 2. Name of Training Organisation	Part 3 — 3. Principal Business Office Address 3a. Telephone No.
Part 4 — 4. Location of Training Facility	Part 5 — 5. Location of Satellite Training Facility

6. Application is hereby made for:

- 6a. Original Issuance of an ATO Certificate and Training Specifications for the training courses identified below (three copies of each course attached)
- 6b. Renewal of ATO Certificate (expiring on _____) and Training Specifications for the training courses identified below (three copies of each additional course for which approval is requested attached)
- 6c. Amendment of ATO Certificate and/or Training Specifications for the training courses identified below (three copies of each additional course for which approval is requested attached)
- 6d. Examining authority for a flight crew curriculum

Section 2. Identification Of Training Courses (tick/check appropriate box):

- | | |
|--|--|
| 2a. <input type="checkbox"/> Private Pilot license course | 2l. <input type="checkbox"/> Class rating course |
| 2b. <input type="checkbox"/> Flight navigator license course | 2m. <input type="checkbox"/> Instructor course for additional type or class rating |
| 2c. <input type="checkbox"/> Instructor course for synthetic flight training | 2n. <input type="checkbox"/> Instrument rating course |
| 2d. <input type="checkbox"/> Air traffic controller license course | 2o. <input type="checkbox"/> Airline transport pilot licence course |
| 2e. <input type="checkbox"/> Flight operations officer course | 2p. <input type="checkbox"/> Crew resource management course |
| 2f. <input type="checkbox"/> Aeronautical station operator course | 2q. <input type="checkbox"/> Flight engineer license course |
| 2g. <input type="checkbox"/> Aviation maintenance technician licence course | 2r. <input type="checkbox"/> Courses for ratings for air traffic controller licences |
| 2h. <input type="checkbox"/> Airframe rating course | 2s. <input type="checkbox"/> Refresher course |
| 2i. <input type="checkbox"/> Powerplant rating course | 2t. <input type="checkbox"/> Type rating course |
| 2j. <input type="checkbox"/> Avionics rating course | 2u. <input type="checkbox"/> Flight instructor course |
| 2k. <input type="checkbox"/> Commercial pilot license course | 2v. <input type="checkbox"/> Examining authority |

Section 3. Management Personnel:	
3a.	3d.
3b.	3e.
3c.	3f.
Section 4. Maintenance of Training Aircraft:	
4a. <input type="checkbox"/> Flight Training Organisation will maintain and inspect it's aircraft in accordance with Part 5	
4b. <input type="checkbox"/> Flight Training Organisation will arrange for maintenance and inspection of it's aircraft	
Section 5. Applicant's Signature:	
I hereby certify that the training organisation identified above meets the requirements for certification as an ATO in accordance with Part 3 of the Model Civil Aviation Regulations (MCARs).	
Name _____	Title _____
Signature _____	Date _____

(a) APPLICATION FOR AN APPROVED TRAINING ORGANISATION (ATO)
 CERTIFICATE AND EXAMINING AUTHORITY (page 2)

(b) ATTACHMENTS

<input type="checkbox"/> Schedule Of Events	<input type="checkbox"/> Training Manual
<input type="checkbox"/> Training Specifications	<input type="checkbox"/> Procedures Manual
<input type="checkbox"/> Management Personnel Resumes	<input type="checkbox"/> Quality System Manual
<input type="checkbox"/> Instructors Qualifications	<input type="checkbox"/> Other Manuals
<input type="checkbox"/> Other Documentation	
(1) FOR CAA USE ONLY	

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Approved, ATO Certificate Issued On (Date) _____	
<input type="checkbox"/> Renewal	<input type="checkbox"/> Amendments (Attached) <input type="checkbox"/> Disapproved
Name of Approving Official _____	Title _____
Signature _____	Date _____
(2)	
(3)	

FORM B
(reg. 7 (2))

Approved Training Organisation Certificate

APPROVED TRAINING ORGANISATION CERTIFICATE
ATO NO:

AVIATION TRAINING CENTRE

Pursuant to the Civil Aviation (Approved Training Organisations) Regulations, subject to the conditions specified below, the Civil Aviation Authority of Botswana hereby certifies

As an Approved Training Organisation with the privileges and the scope of activities as listed in the attached approval schedule.

CONDITIONS:

1. This approval is limited to the conditions specified in the scope of approval section of the Training and Procedures manual, and
2. This approval requires compliance with the procedures specified in the Training and Procedures Manual, and
3. This approval is valid whilst the approved organization remains in compliance with the applicable regulations and requirements.
4. Subject to compliance with the forgoing conditions, this approval shall remain valid unless the approval has previously been surrendered, superseded, suspended or revoked.

Date of issue:

Expiry Date:

Signature.

Name:

*Title: Director of Flight Safety
For the Civil Aviation Authority of
Botswana*

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Approval Reference

Approval Schedule

TRAINING/COURSE (S) – APPROVAL SCHEDULE FOR APPROVED TRAINING ORGANIZATIONS

Training/Course (s):

AIRCRAFT AND SIMULATORS FOR TRAINING

OPERATION LIMITATIONS

CONTINUED AIRWORTHINESS

Maintaining Organization:
Approval Certificate:

This training/course (s) approval is valid when working in accordance with approved Training and Procedures Manual.

Date of issue:

Expiry Date:

Signature.

Name:

*Title: Director of Flight Safety
For the Civil Aviation Authority of
Botswana*

SCHEDULE 2
(reg. 14 (2))

QUALITY SYSTEM

Approved Training Organisation – Quality System

1. Interpretation

In this Schedule —

“quality” means the totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs;

“quality assurance” means all those planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given requirements, including the ones specified by the approved training organisation in relevant manuals;

“quality manual” means the document containing the relevant information pertaining to the approved training organisation’s quality system and quality assurance programme;

“quality audit” means a systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives; and

“small approved training organisation” means an approved training organisation with capacity to train a maximum of fifty students.

2. The quality system of an approved training organisation shall address the following five elements —

- (a) determination of the organisation’s training policy and training and flight safety standards;
- (b) determination and establishment of assignment of responsibility, resources, organisation and operational processes, which will make allowance for policy and training and flight safety standards;
- (c) follow up system to ensure that policy, training and flight safety standards are complied with;
- (d) registration and documentation of deviations from policy, training and flight safety standards together with necessary analysis, evaluations and correction of such deviations; and
- (e) evaluation of experiences and trends concerning policy, training and flight safety standards.

3. Requirements for a Quality System

(1) Purpose of a Quality System

The implementation and employment of a Quality System will enable the approved training organisation to monitor compliance with the relevant parts of the Procedures Manual and the Training Manual, and any other standards as established by the approved training organisation or the Authority, to ensure safe and efficient training.

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- (2) Quality Policy and Strategy —
 - (a) the approved training organisation shall describe how it formulates, deploys, and reviews its policies and strategies and turns them into plans and actions. a formal written quality policy statement shall be established as a commitment by the accountable manager as to what the quality system is intended to achieve. The quality policy shall reflect the achievement and continued compliance with relevant parts of the procedures manual and the training manual together with any additional standards specified by the approved training organisation or the authority.
 - (b) The accountable manager will have overall responsibility for the quality system including the frequency, format and structure of the internal management evaluation activities.

- (3) Quality System —
 - (a) the quality system of the approved training organisation shall ensure compliance with and the adequacy of training activities conducted.
 - (b) the approved training organisation will specify the basic structure of the quality system applicable to all training activities conducted.
 - (c) the quality system will be structured according to the size of the approved training organisation and the complexity of the training to be monitored.
 - (d) the approved training organisation shall have a Safety Management System manual or a description of Safety Management System measures.

- (4) Scope —

A quality system will address the following —

 - (a) leadership;
 - (b) policy and strategy;
 - (c) processes;
 - (d) the relevant provisions of civil aviation (personnel licensing) regulations and these regulations;
 - (e) additional standards and training procedures as stated by the approved training organisation;
 - (f) the organizational structure of the approved training organisation;
 - (g) responsibility for the development, establishment and management of the quality system;
 - (h) documentation, including manuals, reports and records;
 - (i) quality assurance programme;
 - (j) the required financial, material and human resources;
 - (k) training requirements; and
 - (l) customer satisfaction.

- (5) Feedback system
The quality system will include a feedback system to ensure that corrective actions are both identified and promptly addressed. The feedback system also specifies who is required to rectify discrepancies and non-compliance in each particular case, and the procedure to be followed if corrective action is not completed within an appropriate timescale.

- (6) Documentation —
- (a) relevant documentation includes the relevant part(s) of the training and procedures manual, which may be included in a separate quality manual;
 - (b) in addition, the relevant document also includes the following —
 - (i) quality policy;
 - (ii) terminology;
 - (iii) specified training standards;
 - (iv) a description of the organization;
 - (v) the allocation of duties and responsibilities;
 - (vi) training procedures to ensure regulatory compliance; and
 - (vii) quality assurance programme.
- (7) Quality Assurance Programme —
- (a) the quality assurance programme includes all planned and systematic actions necessary to provide confidence that all training are conducted in accordance with all applicable requirements, standards and procedures;
 - (b) the quality assurance programme describes -
 - (i) schedule of the monitoring process;
 - (ii) audit procedures;
 - (iii) reporting procedures;
 - (iv) follow-up and corrective action procedures;
 - (v) recording system;
 - (vi) the training syllabus; and
 - (vii) document control;
 - (c) the quality assurance programme of the approved training organisation shall identify the persons within the approved training organisation who have the experience, responsibility and authority to —
 - (i) perform quality inspections and audits as part of ongoing quality assurance;
 - (ii) identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings;
 - (iii) initiate or recommend solutions to concerns or findings through designated reporting channels;
 - (iv) verify the implementation of solutions within specific timescales; and
 - (v) report directly to the quality manager
- (8) Quality Inspections —
- (a) the primary purpose of a quality inspection is to observe a particular event, action or document etc., in order to verify whether established training procedures and requirements are followed during the accomplishment of that event and whether the required standard is achieved;
 - (b) typical subject areas for quality inspections are —
 - (i) all training courses covered under these regulations;
 - (ii) maintenance;
 - (iii) technical standards; and
 - (iv) training standards

C.450

- (9) Audits —
- (a) an audit is a systematic, and independent comparison of the way in which a training is being conducted against the way in which the published training procedures say it should be conducted.
 - (b) an audit includes at least the following quality procedures and processes —
 - (i) an explanation of the scope of the audit;
 - (ii) planning and preparation;
 - (iii) gathering and recording evidence; and
 - (iv) analysis of the evidence.
 - (c) the various techniques that make up an effective audit are —
 - (i) interviews or discussions with personnel;
 - (ii) a review of published documents;
 - (iii) the examination of an adequate sample of records;
 - (iv) the witnessing of the activities which make up the training; and
 - (v) the preservation of documents and the recording of observations
- (10) Auditors —
- (a) the approved training organisation must decide, depending on the complexity of the training, whether to make use of a dedicated audit team or a single auditor. In any event, the auditor or audit team shall have relevant training and/or operational experience.
 - (b) the responsibilities of the auditors will be clearly defined in the relevant documentation.
- (11) Auditor's independence —
- (a) auditors shall not have any day-to-day involvement in the area of the operation or maintenance activity which is to be audited. An approved training organisation may, in addition to using the services of full-time dedicated personnel belonging to a separate quality department, undertake the monitoring of specific areas or activities by the use of part-time auditors.
 - (b) an approved training organisation whose structure and size does not justify the establishment of full-time auditors may undertake the audit function by the use of part-time personnel from within its own organization or from an external source under the terms of an agreement acceptable to the Authority.
 - (c) in all cases the approved training organisation will develop suitable procedures to ensure that persons directly responsible for the activities to be audited are not selected as part of the auditing team. Where external auditors are used, it is essential that any external specialist is familiar with the type of training conducted by the approved training organisation.
- (12) Audit Scope —
- approved training organisations are required to monitor compliance with the Training and Procedures Manuals they have designed to ensure safe and efficient training. In doing so they should as a minimum, and where appropriate, monitor —
- (a) organisation;
 - (b) plans and objectives;
 - (c) training procedures;
 - (d) flight safety;

- (e) manuals, logs and records;
- (f) flight and duty time limitations;
- (g) rest requirements and scheduling;
- (h) aircraft maintenance and operations interface;
- (i) maintenance programmes and continued airworthiness; and
- (j) maintenance accomplishment.

(13) Monitoring and corrective action —

- (a) the primary aim of monitoring within the quality system is to investigate and judge its effectiveness, thereby ensuring that defined policies and training standards are complied with continuously. Monitoring activity is based upon quality inspections, audits, corrective action and follow-up. The approved training organisation shall establish and publish a quality procedure to monitor regulatory compliance on a continuing basis. The objective of this monitoring activity is eliminating the causes of unsatisfactory performance;
- (b) any non-compliance identified shall be communicated to the manager responsible for taking corrective action or, if appropriate, the accountable manager such non-compliance shall be documented to support further investigation, to determine the cause, and to enable the development of recommendations of appropriate corrective actions;
- (c) the quality assurance programme shall include procedures to ensure that corrective actions are developed in response to findings. This quality procedures will allow for the monitoring of corrective actions to verify their effectiveness and that they have been completed. Organisational responsibility and accountability for the implementation of corrective action resides with the department cited in the report identifying the finding. The accountable manager will have the ultimate responsibility for ensuring, through the quality manager, that corrective action has re-established, compliance with the standard required by the authority and any additional requirements established by the approved training organisation.

(14) Corrective action —

- (a) subsequent to the quality inspection or audit, the approved training organisation shall determine —
 - (i) the seriousness of any findings and any need for immediate corrective action;
 - (ii) the origin of the finding;
 - (iii) what corrective actions are required to ensure that the non-compliance does not recur;
 - (iv) a schedule for corrective action;
 - (v) the identification of individuals or departments responsible for implementing corrective action; and
 - (vi) allocation of resources by the accountable manager, where appropriate

C.452

- (b) the quality manager will —
 - (i) verify that corrective action is taken by the manager responsible in response to any finding of non-compliance;
 - (ii) verify that corrective action includes the elements outlined in paragraph (16) below;
 - (iii) monitor the implementation and completion of corrective action;
 - (iv) provide management with an independent assessment of corrective action, implementation and completion; and
 - (v) evaluate the effectiveness of corrective action through the follow-up process.

- (15) Management Evaluation —
 - (a) a management evaluation is a comprehensive, systematic documented review by the management of the quality system, training policies, and procedures;
 - (b) a management evaluation considers the results of quality inspections, audits and any other relevant indicators, as well as the overall effectiveness of the management organization in achieving stated objectives. A management evaluation also identifies and corrects trends, and prevents, where possible, future non-conformities. Conclusions and recommendations made as a result of an evaluation should be submitted, in writing, to the responsible manager for action; and
 - (c) the responsible manager is an individual who has the authority to resolve issues and take action. The accountable manager will decide upon the frequency, format, and structure of internal management evaluation activities.

- (16) Recording —
 - (a) accurate, complete and readily accessible records documenting the result of the quality assurance programme are to be maintained by the approved training organisation. Records are essential to enabling an approved training organisation to analyze and determine the root causes of non-conformity, so that areas of non-compliance are identified and subsequently addressed;
 - (b) the following records are to be retained for a period of 5 years —
 - (i) audit schedules;
 - (ii) quality inspection and audit reports;
 - (iii) responses to findings;
 - (iv) corrective action reports;
 - (v) follow-up and closure reports; and
 - (vi) management evaluation reports.

- (17) Quality Assurance Responsibility For Satellite Approved Training Organisations —

The approved training organisation will ensure that the satellite approved training organisation has the necessary authorisations or approvals, and commands the necessary resources and competence to undertake the tasks. If the approved training organisation requires the satellite approved training organisation to conduct activity which exceeds the satellite approved training organisation's authorisation or approval, the approved training organisation is responsible for ensuring that the satellite approved training organisation's quality assurance takes account of such additional requirements.

- (18) Quality System Training —
- (a) correct and thorough training is essential to optimise quality in every organisation, in order to achieve significant outcomes of such training, the approved training organisation will ensure that its staff understands the objectives as laid down in the quality manual;
 - (b) those responsible for managing the quality system are to receive training covering —
 - (i) an introduction to the concept of quality system;
 - (ii) quality management;
 - (iii) concept of quality assurance;
 - (iv) quality manuals;
 - (v) audit techniques;
 - (vi) reporting and recording; and
 - (vii) the way in which the quality system will function in the approved training organisation;
 - (c) time must be provided to train every individual involved in quality management and for briefing the remainder of the employees. The allocation of time and resources is to be governed by the size and complexity of the operation concerned;
 - (d) sources of training —

Quality management courses are available from the various national or international institutions, and an approved training organisation may consider whether to rely on such institutions in training those personnel likely to be involved in the management of Quality Systems. Organisations with sufficient, appropriately-qualified staff may consider whether to carry out in-house training.
- (19) Quality Systems for small approved training organisation —
- (a) the requirement to establish and document a quality system, and to employ a quality manager applies to all approved training organisations;
 - (b) complex quality systems may be inappropriate for small approved training organisations and the clerical effort required to draw up manuals and quality procedures for a complex system may stretch their resources. An approved training organisation will tailor its quality system to suit the size and complexity of its training and allocate resources accordingly;
 - (c) small approved training organisations may develop a quality assurance programme that employs a checklist, the checklist must have a supporting schedule that requires completion of all checklist items within a specified timescale, together with a statement acknowledging completion of a periodic review by top management. an occasional independent overview of the checklist contents and achievement of the quality assurance should be undertaken;
 - (d) the small approved training organisation may decide to use internal or external auditors or a combination of the two, in these circumstances, external specialists and or qualified organizations may perform the quality audits on behalf of the quality manager;
 - (e) if the independent quality audit function is conducted by external auditors, the audit schedule will be described in the relevant documentation; and
 - (f) whatever arrangements are made, the main approved training organisation retains the ultimate responsibility for the quality system and especially the completion and follow-up of corrective actions.

SCHEDULE 3

APPROVED TRAINING ORGANISATION PERSONNEL
RESPONSIBILITIES AND QUALIFICATIONS
(*reg. 19 (1) (f.) 19 (3)*)

PART A – GENERAL — FOR ALL APPROVED TRAINING ORGANISATIONS

1. Accountable manager —
 - (a) the accountable manager —
 - (i) is the chief executive and corporate authority for ensuring that all training commitments are financed and carried out to the standard required by the authority and any additional requirements defined by the aviation training organisation; and
 - (ii) may delegate in writing to another person within the organization, the day-to-day management but not the overall approval management responsibility.
 - (b) the accountable manager shall possess the following qualifications —
 - (i) a background in the management of training organisations;
 - (ii) knowledge of the civil aviation (approved training organization) regulations and the regulations and other materials published by the authority that are applicable to the courses taught by the approved training organisation; and
 - (iii) a thorough understanding of the organization and training program of the approved training organisation.

2. Quality manager —
 - (a) the quality manager shall —
 - (i) have the primary role to verify, by monitoring activities in the field of training, that the standards required by the authority, and any additional requirements as established by the approved training organisation are being carried out properly;
 - (ii) be responsible for ensuring that the quality assurance programme is properly implemented, maintained and continuously reviewed and improved;
 - (iii) have direct access to all parts of the approved training organisation's organization; and
 - (iv) in the case of small approved training organisation's, the posts of the head of training and the quality manager may be combined.
 - (b) in the case that the posts of the head of training and the quality manager are combined the quality audits shall be conducted by an independent personnel.
 - (c) the minimum qualifications for quality manager are —
 - (i) a technically qualified person in at one field of training to be conducted;
 - (ii) at least three years experience in the training to be conducted;
 - (iii) must have successfully completed a training in quality management recognized by the authority.

3. Safety Manager —
 - (a) The Safety Manager shall —
 - (i) have the primary role to verify, by monitoring activities in the field of training, that the standards required by the authority, and any additional requirements as established by the approved training organisation are being carried out properly;
 - (ii) be responsible for ensuring that the safety assurance programme is properly implemented, maintained and continuously reviewed and improved;
 - (iii) have direct access to all parts of the approved training organisations.
 - (b) The minimum qualifications for the Safety Manager shall include —
- (i) broad operational knowledge and experience in the function of the organisation;
 - (ii) sound knowledge of safety management principles and practices; and
 - (iii) ability to relate to all levels both inside and outside the organisation.

PART B — FLIGHT CREW TRAINING

1. Head of Training
The Head of Training shall have —
 - (a) overall responsibility for ensuring satisfactory integration of flying training, synthetic flight training and theoretical knowledge instruction and for supervising the progress of individual students; and
 - (b) had extensive experience in training as a flight instructor for professional pilot licences and possess a sound managerial capability; and
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people.
2. Chief Flight Instructor
The Chief Flight Instructor shall —
 - (a) be responsible for the supervision of flight and synthetic flight instructors and for the standardisation of all flight instruction and synthetic flight instruction;
 - (b) hold the highest professional pilot licence related to the flying training courses conducted;
 - (c) hold the ratings related to the flying training courses conducted;
 - (d) hold a flight instructor rating for at least one of the types of aircraft used on the course; and
 - (e) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people.

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3. Flight and Synthetic Flight Instructors
 - (a) The Flight instructor shall hold —
 - (i) a professional pilot licence and ratings related to the flying training courses conducted;
 - (ii) a flight instructor rating on the types of aircraft used on the course; and
 - (iii) an instrument rating instructor endorsement if he is to conduct instrument rating training.
 - (b) A synthetic flight instructor shall—
 - (i) be a holder or have held a professional pilot licence; and
 - (ii) possess an authorization from the Authority.

4. Chief Ground Instructor

The Chief Ground Instructor shall —

 - (a) be responsible for the supervision of ground instructors and for the standardisation of all ground instruction;
 - (b) hold a Ground Instructor's licence in the field he is to give instructions;
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and posses the ability to get along with other people; and
 - (d) have received training in the teaching and instructional techniques.

5. Ground instructors

A Ground Instructor shall —

 - (a) hold a Ground Instructor's licence in the field he is to give instructions;
 - (b) have good interpersonal and communication skills;
 - (c) be technically competent and a person of integrity; and
 - (d) have received training in the teaching and instructional techniques.

6. Flight engineer Instructors

A Flight Engineer Instructor shall —

 - (a) hold a flight engineer licence and ratings related to the training courses to be conducted;
 - (b) hold an authorisation from the Authority on the course to be conducted; and
 - (c) hold an authorization in accordance with the Civil Aviation (Personnel Licensing) Regulations if he is to conduct training in synthetic flight trainer.

PART C — AIRCRAFT MAINTENANCE ENGINEERING TRAINING

1. Head of Training
The Head of Training shall have —
 - (a) overall responsibility for ensuring satisfactory integration of engineering training, that includes practical and theoretical knowledge instruction and for supervising the progress of individual students;
 - (b) or had an aircraft maintenance engineer licence and extensive experience in training aircraft maintenance engineers and possess a sound managerial capability; and
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people.
2. Chief Aircraft Maintenance Engineering Instructor
The Chief Aircraft Maintenance Engineering Instructor shall —
 - (a) be responsible for the supervision of instructions and for the standardisation of all engineering instructions and shall
 - (b) hold an aircraft maintenance engineer licence with ratings related to the courses to be conducted;
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people; and
 - (d) have received training in the teaching and instructional techniques.
3. Aircraft Maintenance Engineering Instructor An Aircraft Maintenance Engineering Instructor shall —
 - (a) hold an aircraft maintenance engineer licence with ratings related to the courses to be conducted and
 - (b) have received training in the teaching and instructional techniques.

PART D — AIR TRAFFIC CONTROL TRAINING

1. Head of Training
The Head of Training shall have —
 - (a) overall responsibility for ensuring satisfactory integration of air traffic services training in both, theoretical and simulator training, and for supervising the progress of individual students;
 - (b) had extensive experience in training techniques and managerial capability; and
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people.

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2. Air Traffic Control Chief Instructor
The Air Traffic Control Chief Instructor shall —
 - (a) have had extensive experience in training techniques in the field of air traffic control;
 - (b) be responsible for the supervision of the instructors and for the standardisation of all theoretical and simulator instructions;
 - (c) hold all the air traffic control ratings related to the air traffic control courses conducted;
 - (d) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people; and
 - (e) have received training in the teaching and instructional techniques.
3. Air Traffic Control Instructor
An Air Traffic Control Instructor shall —
 - (a) hold an air traffic control licence with ratings related to the air traffic control courses to be conducted; and
 - (b) have received training in the teaching and instructional techniques

PART E — FLIGHT OPERATIONS OFFICER TRAINING

1. Head of Training
The Head of Training shall —
 - (a) have overall responsibility for ensuring satisfactory integration of Flight Operations training in both, theoretical and practical training, and for supervising the progress of individual students; and
 - (b) had extensive experience in training techniques and managerial capability; and
 - (c) must have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people.
2. Flight Operations Chief Instructor,
The Chief Instructor shall —
 - (a) hold or held a Flight Operations Officer's Licence; or
 - (b) possess experience and training requirements for Flight Operations Officer licence as prescribed in the Civil Aviation (Personnel Licensing) Regulations;
 - (c) be responsible for the supervision of all instructors and for the standardisation of all the instruction;
 - (d) have good interpersonal and communication skills, be technically competent and a person of integrity, be impartial in carrying out tasks, be tactful, have good understanding of human nature and possess the ability to get along with other people; and
 - (e) have received training in the teaching and instructional techniques.

3. Flight Operations Instructor

The Flight operations Instructor shall —

(a) hold a Flight Operations Officer's Licence; or

(b) possess experience and training requirements for Flight Operations Officer licence as prescribed in the Civil Aviation (Personnel Licensing) Regulations;

and have received training in the teaching and instructional techniques.

SCHEDULE 4
(reg. 18 (1))

APPROVED TRAINING ORGANISATION TRAINING MANUAL AND PROCEDURES
MANUAL CONTENTS

A. TRAINING MANUAL

1. General

The Training Manual for approved training courses shall include the following —

- (a) a list and description of all volumes in the training manual;
- (b) a list of effective pages and revision pages;
- (c) corporate commitment statement;
- (d) a list of management staff;
- (e) responsibilities and qualifications of management staff;
- (f) organisation chart;
- (g) description of facilities, equipment and data;
- (h) type of approved training courses and the capability lists;
- (i) amendment of training manual;
- (j) number of instructors; and
- (k) notification procedure to Authority.

2. Pilot Training

The Training Manual for use at an approved training organisation conducting approved training courses for pilots shall include the following —

- (a) The Training Plan —
 - (i) aim of the course —
a statement of what the student is expected to do as a result of the training, the level of performance, and the training constraints to be observed;
 - (ii) pre-entry requirements —
minimum age, educational requirements including language, and medical requirements;
 - (iii) credits for previous experience —
to be obtained from the authority before training begins;
 - (iv) training curricula —
the single engine flying curriculum, the multi-engine flying curriculum, the synthetic flight training curriculum and the theoretical knowledge training curriculum;
 - (v) the time scale and scale in weeks, for each curriculum arrangements of the course and the integration of curricula time;

- (vi) training program —
the general arrangements of daily and weekly programs for flying, ground and synthetic flight training; bad weather constraints, program constraints in terms of maximum student training times (flying, theoretical knowledge, synthetic) e.g. per day or week or month, restrictions in respect of duty periods for students, duration of dual and solo flights at various stages, maximum flying hours in any day or night, maximum number of training flights in any day or night and minimum rest period between duty period for students;
 - (vii) training records —
rules for security of records and documents, attendance records, the form of training records to be kept, persons responsible for checking records and students' log books, the nature and frequency of records checks, standardisation of entries in training records and rules concerning log book entries;
 - (viii) safety training —
Individual responsibilities, essential exercises, frequency of emergency drills, frequency of dual checks at various stages and requirement before first solo day or night or navigation;
 - (ix) checks and tests —
flying-progress checks and skill tests. knowledge: progress tests and knowledge tests, authorization for test. rules concerning refresher training before retest, test reports and records, procedures for test paper preparation, type of question and assessment, standard required for 'pass', procedure for question analysis and review and for raising replacement papers, test resit procedures;
 - (x) training effectiveness —
individual responsibilities; general assessment, liaison between departments, identification of unsatisfactory progress individual students, actions to correct unsatisfactory progress, procedure for changing instructors, maximum number of instructor changes per student; internal feedback system for detecting training deficiencies, procedure for suspending a student from training; discipline and reporting and documentation;
 - (xi) standards and level of performance at various stages —
individual responsibilities, standardization, standardisation requirements and procedures, application of test criteria.
- (b) briefing and air exercises —
- (i) air exercise —
a detailed statement of the content specification of all the air exercises to be taught, arranged in the sequence to be flown with main and sub-titles;
 - (ii) air exercise reference list —
an abbreviated list of the exercises referred to paragraph (i) giving only main and sub-titles for quick reference, and preferably in flip-card form to facilitate daily use by instructors;
 - (iii) course structure – phase of training —
a statement of how the course will be divided into phases, indication of how the air exercises referred to in paragraph (ii) will be divided between the phases and how they will be arranged to ensure that they are completed in the most suitable learning sequence and that essential emergency exercises are repeated at the correct frequency, also, the curriculum hours for each phase and for groups of exercises within each phase shall be stated and when progress tests are to be conducted, etc.

- (iv) course structure integration of curricula —
the manner in which theoretical knowledge, synthetic flight training and flying training will be integrated so that as the flying training exercises are carried out students will be able to apply the knowledge gained from the associated theoretical knowledge instruction and synthetic flight training;
 - (v) student progress —
the requirement for student progress including a brief but specific statement of what a student is expected to be able to do and the standard of proficiency the student must achieve before progressing from one phase of air exercise training to the next. include minimum experience requirements in terms of hours, satisfactory exercise completion, as necessary before significant exercises, such as night flying;
 - (vi) instructional methods —
the requirements, particularly in respect of pre and post —
flying briefing, adherence to curricula and training specifications and authorisation of solo flights;
 - (vii) progress tests —
the instructions given to examining staff in respect of the conduct and document of all progress tests;
 - (viii) glossary of terms —
definition of significant terms as necessary;
 - (ix) appendices —
samples of —
progress report forms, progress test report forms, skill test report forms, certificates of experience, competence, etc. as required, issued by an approved training organisation.
 - (c) synthetic flight training- structure generally as in (b).
 - (d) knowledge instruction- structure generally as in (b) with a training specification and objectives for each subject. Individual lesson plans to include mention of the specific training aids available for use.
3. Training Other than for Pilots —
The Training Manual for use by an approved training organisation conducting approved training courses other than pilots training shall include the following —
- (a) the course plan—
 - (i) the objectives and learning outcomes;
 - (ii) pre-entry requirements- minimum age, educational requirements including language, and medical requirements as applicable for training sought.
 - (iii) a list showing each subject and the topics covered in the subject;
 - (iv) a description of the examination or assessment methods and the examination or assessment criteria;
 - (v) a description of —
 - (a) methods in which training is conducted (for example-lecture, computer-based training, simulators or practical training); and
 - (b) available equipment and data necessary for training.
 - (vi) a description of the facilities including classroom, laboratory and workshop necessary to deliver the training;

- (vii) a list showing the prerequisites, if any, for each subject;
 - (viii) credits for previous experience- to be obtained from the authority before training begins;
 - (ix) a statement showing the number of hours of training that are necessary for each topic and for the whole course.
 - (x) the minimum and maximum student attendance requirements for each subject and description of the way in which students' attendance is checked and recorded
 - (xi) for each subject, a copy of —
 - (a) the course notes that are to be given to student; and
 - (b) any examination paper or examinations question bank that is to be used
 - (xii) a list showing the units of competency that must be completed for each course
- (b) training –
- (i) organisation of courses and course schedules;
 - (ii) preparation of courses material;
 - (iii) preparation of classroom equipment;
 - (iv) preparation of workshops, simulation media and equipment;
 - (v) method of conducting knowledge and practical training;
 - (vi) retention of records of training conducted;
 - (vii) rules for security of records and documents; attendance records; the form of training records to be kept; persons responsible for checking records and students' log books; the nature and frequency of records checks; and standardisation of entries in training records;
 - (viii) use of locations other than location for which the approved training organisation is approved;
 - (ix) conduct of basic practical training
- (c) examinations –
- (i) organisation and conduct of examinations;
 - (ii) security of examination materials;
 - (iii) preparation of examination rooms;
 - (iv) marking and record of examinations;
 - (v) storage and retention of examination records;
 - (vi) examination or assessment at satellite locations;
 - (vii) preparation, control and issue of training course records;
 - (viii) storage of course material and equipment; and
 - (ix) prevention, investigation and reporting of examination or assessment misconduct.
- (d) certification –
- (i) course transcript; and
 - (ii) certificates.

B. PROCEDURES MANUAL

The Procedures Manual for approved training courses shall include the following—

1. General —
 - (a) a list and description of all volumes in the procedure manual;
 - (b) a list of effective pages and revision pages;
 - (c) corporate commitment statement;
 - (d) a list of management staff;
 - (e) responsibilities and qualifications of management staff;.
 - (f) organisation chart ;
 - (g) description of facilities, equipment and data;
 - (h) type of approved training courses and the capability lists;
 - (i) amendment of procedures manual and training manual;
 - (j) number of instructors;
 - (k) notification procedure to Authority

2. Pilot Training —
 - (a) a list and description of all volumes in the procedures manual;
 - (i) administration (function and management);
 - (ii) schedules of responsibilities for all management and administrative staff;
 - (iii) student discipline and disciplinary action;
 - (iv) approval/authorization of flights;
 - (v) preparation of flying programme (restriction of numbers of aircraft in poor weather);
 - (vi) control of training aircraft;
 - (vii) responsibilities of pilot-in-command;
 - (viii) carriage of passengers;
 - (ix) aircraft documentation ;
 - (x) retention of documents;
 - (xi) flight crew qualification records,;
 - (xii) renewal of licences and medical certificates;
 - (xiii) flying duty period and flight time limitations for flying instructors;
 - (xiv) flying duty period and flight time limitations for students;
 - (xv) rest periods for flying instructors;
 - (xvi) rest periods for students;
 - (xvii) pilots' log books;
 - (xviii) flight planning ; and
 - (xix) safety covering general-equipment, radio listening watch, hazards, accidents and incidents (including reports) and safety pilots.
 - (b) technical —
 - (i) aircraft descriptive notes;
 - (ii) aircraft handling (including checklists, limitations, aircraft maintenance and technical logs, in accordance with relevant requirements, etc.);
 - (iii) emergency procedures;
 - (iv) radio and radio navigation aids;
 - (v) minimum equipment list ; and
 - (vi) configuration deviation list.
 - (c) route —
 - (i) performance (legislation, take-off, route, landing, etc.);
 - (ii) flight planning (fuel, oil, minimum safe altitude, navigation equipment, etc.);
 - (iii) loading (loadsheets, mass, balance, limitations);
 - (iv) weather minima (flying instructors);
 - (v) weather minima (students- at various stages of training); and
 - (vi) training routes/areas.

- (b) staff training –
 - (i) appointments of persons responsible for standards or competence of flying staff;
 - (ii) initial training;
 - (iii) refresher training;
 - (iv) standardization training;
 - (v) proficiency checks;
 - (vi) upgrading training; and
 - (vii) staff standards evaluation.
 - (e) quality management system –
 - (i) the procedure for quality control of training;
 - (ii) the procedures used to audit examination and competency assessment system;
 - (iii) the procedures used to analyse the results of any examination or assessment;
 - (iv) the procedures used to rectify deficiencies identified by analysis in in sub-paragraph(iii);
 - (v) the procedure used for conducting periodic reviews including information on review timetable;
 - (vi) the procedure for maintenance of instructors' skills and qualifications;
 - (vii) the procedure used for recording instructors' qualification; and
 - (viii) the procedures to assess compliance and adequacy of the procedures.
3. Training other than for Pilots –
- (a) training and examination procedures –
 - (i) courses organization procedures;
 - (ii) the procedures used to develop or acquire documents for training and examinations;
 - (iii) the procedures used to prepare and use of equipment for theory and basic practical training;
 - (iv) the procedures for conducting knowledge and practical training;
 - (v) training record storage and retention procedures;
 - (vi) procedures for conducting examinations and practical skill assessments;
 - (vii) procedures for marking of examinations and recording the results;
 - (viii) procedures for storage of examination records;
 - (ix) the procedures for storage of course material and equipment used for instruction;
 - (x) procedures to prevent, investigate and report to authority any examination or assessment misconduct.
 - (b) quality management system –
 - (i) the procedure for quality control of training,
 - (ii) the procedures used to audit examination and competency assessment system,
 - (iii) the procedures used to analyse the results of any examination or assessment,
 - (iv) the procedures used to rectify deficiencies identified by analysis in sub- paragraph (iii),
 - (v) the procedure used for conducting periodic reviews including information on review timetable,
 - (vi) the procedure for maintenance of instructors' skills and qualifications,
 - (vii) the procedure used for recording instructors' qualification,
 - (viii) the procedures to assess compliance and adequacy of the procedures,
 - (c) appendices –
 - (i) samples of documents and forms used,
 - (ii) syllabus of each training course,
 - (d) staff training –
 - (i) appointments of persons responsible for standards or competence of training staff;
 - (ii) initial training;
 - (iii) refresher training;
 - (iv) standardization training;
 - (v) proficiency checks;
 - (vi) upgrading training; and
 - (vii) Staff standards evaluation.

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SCHEDULE 5

FEES

REGULATION		FEE
Application fee	(reg. 5 (3))	P
Issuance of certificate newal fee	(reg. 7 (2))	P
Examining authority fee	(reg. 10 (2))	P
Exemption fee	(reg. 28 (1))	P
Fees	(reg. 43 (4))	P
	(reg. 47)	P

MADE this 21st day of February, 2012.

HON. NONOFO E. MOLEFHI,
Minister of Transport and Communications.