



## Civil Aviation Authority of Botswana

P.O. Box 250  
Gaborone  
Botswana  
Tel: +267 391 3236  
Fax: +267 391 3121

Physical Address  
Plot 61920  
Fairground Office Park  
Gaborone  
Botswana

Tel: +267 3688200/3913236  
Fax: +267 391 3121  
Email: [aishq@caab.co.bw](mailto:aishq@caab.co.bw)  
AFS: FBHQYAYX

Aeronautical Information Services  
P O Box 250  
Gaborone  
BOTSWANA

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# **CIVIL AVIATION AUTHORITY OF BOTSWANA CABIN CREW MEMBER (CCM) INSTRUCTOR AND EXAMINER AUTHORIZATION APPROVED TRAINING PROGRAMME.**

## **PURPOSE.**

1. This AIC provides information, direction, guidance and training requirements to qualify for the issue or renewal of a Cabin Crew Member (CCM) Instructor and a Cabin Crew Member Examiner Authorization under an Approved Training Programme conducted by an Approved Training Organization (ATO) or a CAAB AOC Certificate holder (Operator).
2. An applicant for either a CCM Instructor or Examiner Authorization shall have successfully completed a course under a CAAB approved training programme as contained in this document applicable to the authorization sought, in compliance with the requirements of Regulation 105 of the Civil Aviation (Personnel Licensing) (Other Personnel) Regulations, 2013.

# **PART 1.**

## **CABIN CREW MEMBER INSTRUCTOR TRAINING.**

### **1. OVERVIEW**

Cabin crew Member training is integral to successful training and development of competent cabin crew members. A CCM instructor should possess good understanding of the learning process and how to positively influence human behaviour. Training development and continued evaluation of training programmes are needed to obtain quality training.

### **2 TRAINEE QUALIFICATIONS.**

2.1 An applicant for a CCM Instructor Authorization should be a holder of a CCM licence rated on the aircraft type on which instructor authorization is sought. On completion of the course the applicant should be able to demonstrate a thorough understanding and knowledge of the practical and administrative responsibilities and procedures associated with the holder of a CCM instructor authorization.

2.2 Trainees qualifications include;-

2.2.1.Experience as a cabin crew member;

2.2.2.Have management skills;

2.2.3.Instructional and training skills; and

2.2.4.Knowledgeable about applicable CAAB regulations and  
the standard CCM operating procedures.

2.2.5. Employer recommendation certifying competency for CAAB  
authorization as a CCM instructor.

2.3. In addition, to the requirements of sub-regulation 2.1.and 2.2. the applicant for a CCM Instructor Authorization shall have completed a course to the level of knowledge appropriate to the privileges granted to the holder of an instructor authorization, in the

following areas-

- (a). techniques of applied instruction;
- (b). assessment of student performance in those subjects in which ground instruction is given;
- (c). the learning process;
- (d). elements of effective teaching;
- (e). student evaluation and testing, training philosophies;
- (f). training programme development;
- (g). lesson planning;
- (h). classroom instructional techniques;
- (i). use of training aids;
- (j). analysis and correction of student errors;
- (k). human performance relevant to flight instruction; and
- (l). hazards involved in simulating system failures and malfunctions in the Air or with the equipment.

### **3 THE TRAINING.**

3.1. Training should be carried out within a suitable training environment free from distractions as approved by the Authority.

3.2. The trainee instructor shall have the knowledge, capability and competency suitable for an instructor's role; and in addition, the applicant should have operational capability in the field in which the authorization is sought.

3.3. Training includes the acquisition of both knowledge and skills required for an effective CCM operation. A variety of training methods or combination of methods can be used;

3.3.1 Classroom,

3.3.2. Computer Based Training,

3.3.3. hands-on exercises,

3.3.4. simulated exercises in representative training devices, etc.

as appropriate to the subject matter, and as approved by the Authority.

3.4. Training programmes for the instructor role should focus on development of the competency framework that consists of competency units, competency elements, and performance criteria.

**Refer to the PEL COMPETENCY FRAMEWORK FOR CABIN CREW INSTRUCTOR TRAINING DOCUMENT (herewith attached).**

The competency framework should be based on the following competency units:

3.4.1. manage safety of the training environment;

3.4.2. prepare the training environment;

3.4.3. understand and support the trainee;

3.4.4. conduct training;

3.4.5. perform trainee assessment;

3.4.6. perform course evaluation; and

3.4.7. continuously improve performance.

3.5. Prior to the issue of a CCM instructor Authorization, the applicant shall pass the CAAB knowledge and skill test conducted by a CAAB designated skill test examiner. The knowledge test will be booked with the CAAB PEL Office on a recommendation from the instructor. The applicant will contact the PEL Office to arrange for the skill test

3.6 All instructors should successfully complete refresher training, and be re-assessed according to the training and assessment programme approved by the authority every twelve (12) months.

**4. RENEWAL OF AN INSTRUCTOR AUTHORIZATION.**

4.1. To renew a CAAB Instructor Authorization that has expired, an applicant shall be ;-

4.1.1. a holder of a valid CCM licence ,

4.1.2. current in operation as a cabin crew member and

4.1.3. shall successfully complete a CAAB approved CCM Instructor refresher training .

## **5. REFRESHER TRAINING**

5.1. The refresher training, includes a complete formal competency assessment in the role of a CCM Instructor, during the conduct of practical training session under the supervision of a qualified instructor approved by the Authority for the purpose.

**5.2.** The refresher training and assessment of an instructor competency shall be made against the competency framework contained in the **PEL COMPETENCY FRAMEWORK FOR CABIN CREW INSTRUCTOR TRAINING DOCUMENT.**

5.3. The refresher training is followed by a skill test conducted by an Examiner designated by the Authority.

## **6. DOCUMENTATION**

The Instructor, ATO or Operator shall maintain the following records of the instructor to be used as the basis for the recommendation made to the CAAB on the instructor, certifying the qualification and competency of the instructor.

6.1.instructor training records;

6.2.instructor records of performance review; and

6.3.instructor training classes conducted;

## **7. CONTINUOUS IMPROVEMENT OF THE INSTRUCTOR TRAINING PROGRAMME**

7.1. In order to continuously improve the quality of the training programme, the following evaluation process shall be used for the;

7.1.1. course,

7.1.2. training personnel performance and

7.1.3. the training material.

And shall be performed on a periodical basis as approved for the training programme.

### **7.2. Course Evaluation**

The instructor should evaluate the effectiveness of the training system by performing a course evaluation; utilizing trainee feedback and trainee performance outcomes of the training.

### **7.3. Training Personnel Performance Evaluation**

As part of the continuous improvement of the training programme, each instructor should undergo a periodic performance review to ensure competency and standardization. In addition, each instructor should evaluate his/her personal effectiveness and sustain personal development.

### **7.4. Training Material Evaluation**

At the management level, the ATO or Operator shall evaluate the training material. This may include the following:

7.4.1. validation of competency-based training materials and results;

7.4.2. evaluation of whether performance criteria objectives are met; and

7.4.3. evaluation of whether organizational and operational objectives are met.

**Annexure 1.**

**COMPETENCY FRAMEWORK FOR CABIN CREW MEMBER INSTRUCTOR**

**Unit 1. MANAGE SAFETY OF THE TRAINING ENVIRONMENT**

The instructor shall ensure a safe training environment at all times and the safety of trainees in his/her care.

<b>Competency Element</b>	<b>Performance Criteria</b>
1.1 The Instructor shall ensure there is a safe training environment	1.1.1 Ensure that equipment meets safety requirements
	1.1.2 Communicate evacuation and occupational, health and safety procedures of the training facility
	1.1.3 Create an appropriate safe learning environment (e.g. facilities, cabin simulator, fire- fighting facilities, etc.)
	1.1.4 Identify hazards and manage them (e.g. slippery floor)

**Unit 2. PREPARE THE TRAINING ENVIRONMENT**

The instructor shall have adequate facilities for performing the required training and possess or agrees to obtain all required equipment prior to conducting any training. The instructor should consider the following sub-elements as essential to a successful outcome.

<b>Competency Element</b>	<b>Performance Criteria</b>
2.1 The Instructor shall ensure there is adequate facilities and equipment	2.1.1 Ensure the training is scheduled and adequate to meet the learning outcome objectives
	2.1.2 Ensure that the physical environment is suitable for learning
	2.1.3 Ensure environment and conditions exist for the training objectives
	2.1.4 Ensure that the training equipment is available, accessible and functional
	2.1.5 Follow the approved training syllabus and checklists

**Unit 3. MANAGE AND SUPPORT THE TRAINEE**

The instructor shall ensure that training is communicated appropriately to meet the needs of the trainee.

<b>Competency Element</b>	<b>Performance Criteria</b>
3.1 The Instructor should Understand the trainee	3.1.1 Identify and demonstrate awareness of trainee characteristics e.g. (experience, language, culture, etc.)
	3.1.2 Determine learning needs for the trainee
	3.1.3 Demonstrate awareness of learning styles

3.2 Coach trainee	3.2.1 Recognize and be flexible and supportive to trainee's Performance and needs
	3.2.2 Maintain appropriate interaction with the trainee
<b>Unit 4. CONDUCT TRAINING</b>	
The instructor shall perform a variety of instructional methods as required and approved for the training.	
<b>Competency Element</b>	<b>Performance Criteria</b>
4.1 The instructor shall establish and maintain credibility	4.1.1 Demonstrate an exemplary role model's behaviour ,meaning the behaviour expected in the technical role being trained, according to the competencies and related knowledge and skills.
	4.1.2 Demonstrate respect for organizational goals and requirements (SOPs, dress code, appearance, acceptable personal conduct, etc.)
	4.1.3 State clear objectives and clarify roles for the training or evaluation being undertaken
	4.1.4 Establish and maintain an atmosphere of open communication and mutual respect
4.2 The instructor shall demonstrate effective presentation skills	4.2.1 Stimulate and sustain trainee's interest
	4.2.2 Sequence and pace instruction appropriately
	4.2.3 Use his/her voice effectively
	4.2.4 Use eye contact effectively
	4.2.5 Use gestures, silence, movement and training aids effectively
4.3 The Instructor shall demonstrate effective instruction and facilitation	4.2.6 Demonstrate effective variety of questioning skills
	4.3.1 Communicate effectively both verbally and non-verbally
	4.3.2 Listen actively and read non-verbal clues correctly and clarify, if necessary
	4.3.3 Ask appropriate questions to encourage learning or to confirm understanding
	4.3.4 Answer questions, correctly and adequately
	4.3.5 Generate content by questioning, redirecting, balancing participation, etc.
	4.3.6 Provide subject matter conclusions by confirming understanding, Paraphrasing summarizing, etc.
	4.3.7 Maintain a realistic approach in the conduct of the scenarios.
4.3.8 Monitor comprehension and ensure proficiency	
4.4 The Instructor shall Manage time.	4.4.1 Allocate time appropriately on activities
	4.4.2 Adjust time spent on activities to ensure that objectives are met



	4.4.3 Implement contingency plans for situations in which activities must be eliminated, reduced or replaced
<b>Unit 5. PERFORM TRAINEE ASSESSMENT</b>	
The instructor shall assess the competency of the trainee during instruction prior to recommending the trainee for the final skill test with a CAAB examiner.	
<b>Competency Element</b>	<b>Performance Criteria</b>
5.1 The instructor shall conduct trainee general assessment	5.1.1 Monitor trainee's performance during instruction
	5.1.2 Make objective assessments on trainee's performance
	5.1.3 Provide understandable and actionable feedback to trainee
5.2 Report information on outcomes	5.2.1 Identify issues, difficulties and barriers faced by trainee
	5.2.2 Make recommendations to the CAAB PEL Inspector relating the Trainees performance and competency prior to booking for the knowledge and skill tests.
<b>Unit 6. PERFORM COURSE EVALUATION</b>	
The instructor shall evaluate the effectiveness of the training system.	
<b>Competency Element</b>	<b>Performance Criteria</b>
6.1 The instructor shall evaluate the effectiveness of the course.	6.1.1 Evaluate trainee's feedback on the training process
	6.1.2 Evaluate trainee's mastery of end-of-course objectives
	6.1.3 Evaluate the effect of facilities, equipment and training materials on trainee's performance
6.2 The instructor shall avail a full written report on the course evaluation	6.2.1 Identify systemic safety issues, unexpected outcomes and Barriers to the transfer of learning and strengths and/or Weaknesses of the training content
	6.2.2 Make appropriate recommendations to the training programme; recommend improvements relating to course design, course documentation and training facilities
	6.2.3 Share relevant information with other instructors and management
<b>Unit 7. CONTINUOUSLY IMPROVE PERFORMANCE</b>	
The instructor shall evaluate his/her effectiveness and sustain personal development.	
<b>Competency</b>	<b>Performance Criteria</b>

Element	
7.1 The instructor shall evaluate personal effectiveness	7.1.1 Evaluate his/her own performance as an instructor and learn from the results
	7.1.2 Seek feedback on the training course and his/her own performance from trainees and peers
	7.1.3 Encourage and welcome feedback on his/her performance as an instructor
7.2. The Instructor shall document all training and Performance records and reports	7.2.1 Submit appropriate and adequate training documentation (e.g. Evaluation forms)
	7.2.2 Report clearly and accurately on trainee's performance measured Against performance criteria
	1.5.3 Follow up corrective action plan, if applicable

**Annexure 2.**

**COMPETENCY FRAMEWORK FOR INSTRUCTOR TRAINING PROGRAMME DEVELOPER**

The training programme developer shall possess the ability to develop training and assessment in accordance with the features of a competency-based approach to training.

<b>Competency element</b>	<b>Performance criteria</b>
1.1 Conduct analysis	1.1.1 Establish method of collection, entry, reporting and analysis of data
	1.1.2 Conduct preliminary analysis
	1.1.3 Conduct job and task analysis
	1.1.4 Conduct population analysis
1.2. Develop training material	1.2.1 Design training programme
	1.2.2 Define training objectives
	1.2.3 Design course examinations and practical evaluations
	1.2.4 Design modules
	1.2.5 Determine training strategy
	1.2.6 Select training media
	1.2.7 Produce competency-based training and assessment materials
	1.2.8 Carry out evaluation testing of competency-based training and Assessment materials
	1.2.9 Redesign training programme, if the evaluation identifies the need for changes
	1.2.10 Conduct small group testing, to validate the material
	1.2.11 Modify the training programme, based on analysis of different sources Of information

**PART 2.**  
**CABIN CREW MEMBER (CCM) EXAMINER AUTHORIZATION**  
**TRAINING PROGRAMME**

**1. OVERVIEW**

Cabin Crew Member (CCM) certification is integral to successful training and assessment of competent cabin crew members for effective service delivery. A CCM examiner should possess good understanding of the learning and evaluation process and how to positively influence human behaviour.

**2. APPLICANTS QUALIFICATIONS.**

2.1 An applicant for a CCM Examiner Authorization shall be a holder of a CCM licence and instructor authorization rated on the aircraft type on which examiner authorization is sought. On completion of the course the applicant should be able to demonstrate a thorough understanding and knowledge of the practical and administrative responsibilities and procedures associated with the holder of a CCM Examiner Authorization.

2.2. Training qualifications include;-

2.2.1. Experience as a Cabin Crew Member;

2.2.2. Have management skills;

2.2.3. Experience as a Cabin Crew Member Instructor;

2.2.4. Knowledgeable about applicable Botswana Civil Aviation regulations and the Standard CCM Operating Procedures.

2.2.5. Employer recommendation certifying competency as a CCM Examiner.

### **3. THE TRAINING.**

3.1. Training shall be carried out within a suitable training environment free from distractions as approved by the Authority.

3.2. The Applicant shall have the knowledge, capability and competency suitable for an examiners role; and in addition, the applicant should have at the highest level operational capability in the field in which the authorization is sought.

3.3. Training requires the acquisition of both knowledge and skills to enable the applicant to deliver an effective and quality evaluation service. A variety of training methods or combination of methods can be used to qualify an Examiner Authorization applicant;

3.3.1 Classroom,

3.3.2. Computer Based Training,

3.3.3. Hands-on exercises,

3.3.4 Simulated exercises in representative training devices, etc.

as appropriate to the subject matter, and as approved by the Authority.

### **3.4. TRAINING PROGRAMMES**

The training programmes for an examiner role shall focus on development of a training programme that is all inclusive based on the competency framework that consists of competency units, competency elements, and performance criteria.

**(Refer to the PEL COMPETENCY FRAMEWORK FOR CABIN CREW EXAMINER TRAINING DOCUMENT herewith attached.)**

The competency framework should be based on the following competency units:

3.4.1. Conduct competency-based assessment;

3.4.2. Develop competency-based training and assessment;

3.5. An applicant for an examiner authorization shall undergo a training session designed to ensure that the individual's knowledge, capability and competency are suitable for the examiner's role. The applicant shall have proven capability and good performance in the field for which he/she intends to examine.

3.6. Training programs for the examiner role should focus on development of the competencies listed in the Attached **PEL COMPETENCY FRAMEWORK FOR CABIN CREW EXAMINER TRAINING DOCUMENT**.

The competency framework consists of competency units, competency elements, and performance criteria. The competency framework for training cabin crew member examiner should be based on the described competency-based assessment.

3.7. In addition, the training for a CCM Examiner Authorization shall include-

- (a) examiner duties, functions and responsibilities;
- (b) applicable regulations and procedures;
- (c) appropriate methods, procedures and techniques for conducting the required tests and checks;
- (d) proper evaluation of student performance including the detection of-
  - (i) improper and insufficient training; and
  - (ii) personal characteristics of an applicant that could adversely affect safety;
- (e) appropriate corrective action in the case of unsatisfactory tests and checks; and
- (f) approved methods, procedures and limitations for performing the required normal, abnormal and emergency procedures in relation to the Cabin Crew functions.

## **4. COMPETENCY ASSESSMENT**

4.1. An applicant shall successfully complete a formal competency assessment in the examiner role, during the conduct of practical training supervised by an examiner or a person authorized by the authority for the purpose.

4.2. The final assessment of examiner competence should be made by the instructor against the competency framework contained in the attached document on Competency Framework For Cabin Crew Examiner Training Programme before the applicant is recommended for the final skill and knowledge tests.

4.3. Prior to the issue of a CCM Examiner Authorization, the applicant shall pass CAAB  
(a) Knowledge test and  
(b) Skill test conducted by a CAAB designated skill test examiner.

4.4. The PEL Inspector will book the knowledge test as per the recommendation from the Instructor.

4.5 The PEL Inspector will arrange for the skill test as per recommendation from the Instructor and advice the applicant as appropriate.

4.6 CCM examiner shall successfully complete refresher training in accordance with the training and assessment programme approved by the authority every twelve (12) months.

## **5. REFRESHER TRAINING**

5.1 The refresher training, includes a complete formal competency assessment in the role of a CCM Examiner, during the conduct of a skill testing session under the supervision of a qualified examiner approved by the Authority for the purpose.

## **6. RE-DESIGNATION**

6.1 To seek a re-designation, a CCM Examiner shall apply within 21 days before the expiry to the Authority by completing the prescribed re-designation application form attaching documents to proof currency and work performed as an examiner within the preceding twelve (12) months.

## **7. EXAMINER RELIABILITY**

7.1. An applicant shall be taught to appreciate the need for reliability in order to ensure consistency in assessments conducted by examiners. An examiner shall use the CAAB approved checklists as the assessment instrument, to ensure the consistency and stability of results given by any single examiner (intra-examiner reliability) to the same performances at different tests and the consistency and stability of results between different examiners, (inter examiner reliability).

*ICAO Manual of Evidence based Training (Doc 9995).*

## **8. CONTINUOUS IMPROVEMENT OF THE EXAMINER TRAINING PROGRAMME**

### **8.1. Overview**

In order to continuously improve the quality of the training programme, an evaluation shall be made of the;

8.1.1. course,

8.1.2. training personnel and

8.1.3. training material and shall be performed on a periodical basis as approved for the training programme.

### **8.2. Course Evaluation**

The instructor should evaluate the effectiveness of the training system by performing a course evaluation utilizing trainee feedback and trainee performance outcomes of the training.

### **8.3. Training Personnel Performance Evaluation**

As part of the continuous improvement of the training and testing programme, each instructor shall undergo a periodic performance review to ensure competency and standardization. In addition, each instructor shall evaluate his/her personal effectiveness and sustain personal development.



## **8. 4. Training Material Evaluation**

At the management level, the operator or training organization should evaluate the instructor's training material. This may include the following:

- 8.4.1. Validation of competency-based training materials and results;
- 8.4.2. Evaluation of whether performance criteria objectives are met; and
- 8.4.3. Evaluation of whether organizational and operational objectives are met.

## **9. Documentation**

The instructor and the operator shall maintain the following records of the trainee;-

- 9.1. the trainee training records;
- 9.2. the trainee records of performance review;
- 9.3. the trainee training classes conducted;
- 9.4. the trainee examinations conducted;

**Annexure 3.**

**COMPETENCY TRAINING FRAMEWORK FOR CABIN CREW EXAMINER AUTHORISATION**

**Unit: 1. CONDUCT COMPETENCY-BASED ASSESSMENT**

The instructor shall assess the trainee (examiner applicant) appropriately, objectively and correctly.

<b>Competency Element</b>	<b>Performance Criteria</b>
1.1 The instructor shall apply assessment methodology	1.1.1 Clarify assessment process and rules with the trainee
	1.1.2 Communicate to the trainee the criteria against which his/her Performance will be assessed
	1.1.3 Ensure trainee is prepared to begin
1.2 The instructor shall monitor trainee's performance	1.2.1 Observe behaviour and comment
	1.2.2 Allow trainee to self-correct, if applicable
	1.2.3 Identify individual differences in learning rates
1.3 The instructor shall conduct objective assessments	1.3.1 Compare trainee's performance outcomes to defined objectives
	1.3.2 Apply performance standards fairly and consistently in accordance with the performance criteria
	1.3.3 Ensure a level of knowledge and skill that achieves an appropriate level of safety
	1.3.4 Observe and encourage self-assessment of performance against Performance standards
	1.3.5 Confidently make decision on outcome of each task
	1.3.6 Ensure assessment techniques are sufficient, valid, reliable and authentic
1.4 The instructor shall provide clear and concise feedback	1.4.1 Ensure trainee fully comprehends the assessment
	1.4.2 Apply appropriate corrective actions
	1.4.3 Use facilitation techniques where appropriate
	1.4.4 Provide positive reinforcement and feedback
	1.4.5 Provide and confirm plan for improvement or remedy
1.5 The instructor shall document testing and performance reports	1.5.1 Submit appropriate and adequate , fully completed testing documentation (e.g. Assessment or Evaluation/ forms)
	1.5.2 Report clearly and accurately on trainee's performance measured Against performance criteria
	1.5.3 Recommend corrective action plan, as applicable
	1.5.4 Report recognized training opportunities within the training and testing Programme for the purpose of improvement
	1.5.5 Respect confidentiality at all times.

**Annexure 4.****COMPETENCY FRAMEWORK FOR EXAMINER TRAINING PROGRAMME DEVELOPER****Competency unit: 1. Develop competency-based training and assessment**

The training programme developer shall possess the ability to develop training and assessment in accordance with the features of a competency-based approach to training.

<b>Competency element</b>	<b>Performance criteria</b>
1.1 The training programme developer shall conduct training requirement analysis	1.1.1 Establish method of collection, entry, reporting and analysis of data
	1.1.2 Conduct preliminary analysis
	1.1.3 Conduct job and task analysis
	1.1.4 Conduct population analysis
1.2. The training programme developer shall develop training material	1.2.1 Design training programme
	1.2.2 Define training objectives
	1.2.3 Design course examinations and practical evaluations
	1.2.4 Design modules
	1.2.5 Determine training strategy
	1.2.6 Select training media
	1.2.7 Produce competency-based training and assessment materials
	1.2.8 Carry out evaluation testing of competency-based training and Assessment materials
	1.2.9 Redesign training programme, if the evaluation identifies the need for changes
	1.2.10 Conduct small group testing, to validate the material
	1.2.11 Modify the training programme, based on analysis of different sources of information

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