



## **CIVIL AVIATION ADVISORY PUBLICATION**

### **CAAP - 33**

## **AVIATION TRAINING ORGANIZATIONS**

# **PROCEDURES FOR THE APPROVAL & RE-APPROVAL OF AVIATION TRAINING ORGANIZATIONS (ATO's)**

### **1. PURPOSE**

This Civil Aviation Advisory Publication (CAAP) provides guidance for the approval, continued surveillance and re-approval of Aviation Training Organizations (ATO's) offering integrated and modular courses of training for Pilots Licenses and those applicable licenses and ratings specified in ICAO Annex 1, whose principle place of business and registered offices are located within the Republic of Yemen.

Where organizations are not located within the Republic of Yemen, additional requirements are outlined in this document. This document should be read in conjunction with YCARs Part – II – (Personnel Licensing) & Part IV – Special Purpose Operations (Approved Flying Schools) and the applicable portions of YCARs -OPS.

### **2. INTRODUCTION**

This document contains supplemental guidance material and information for the benefit of organizations seeking approval from the Yemen Civil Aviation & Met Authority (CAMA). It is intended to serve two purposes: to help organizations ensure that an application made for approval will satisfy CAMA requirements and that the applicable minimum standards have been met and thereafter will continue to be met; and also to specify the acceptable means of compliance for all aspects of the operation of an ATO approved by the CAMA.

No operator or individual is permitted to conduct any type of training related to aviation without authority granted by CAMA. The initial issue of a Training Certificate in respect of an operator, organization or individual who proposes to conduct any type of aviation related training must be authorized by the Chairman of the Civil Aviation & Met Authority

The Training Organization must be considered Yemen corporate body; that is a Yemen national company, which has commercial aviation activities stated in the "Articles of association" as approved by a Yemen Economical Department and/or;

The proposed training activities to be conducted must be clearly defined, such as:

(a) Types of Flight Training

(b) Types of Theoretical Knowledge Training (e.g. English Language Proficiency, Others)

All flight, operational, managerial and airworthiness appointments, manuals, documents and facilities must be approved by CAMA as outlined later in this CAAP. All inspections and processing will be conducted after payment of the appropriate fees.

A separate approval to conduct flight training activities must be obtained from the applicable Department of CAMA for the intended aerodrome(s) of operation.

All CAMA, and other required approvals, shall be obtained prior to CAMA being able to commence processing an application. Ownership of the training aircraft must be legally established for inclusion on the Certificate of Registration.

Unless specifically authorized by CAMA, holders of a Yemen Training Certificate shall not permit the use of their call sign or ICAO designated code to any other operator or training organization.

Maintenance organizations in the Yemen, that are to be contracted with for the maintenance of the flight training organization's aircraft, must be approved by CAMA.

Any organization supporting a Yemen registered aircraft or authorized operators shall be required to become a Yemen Approved Maintenance Organization.

### **3. STATUS OF THIS CAAP**

This issue is 01 of CAAP 33 and is dated November 2018 will remain current until withdrawn or superseded.

#### **4. CONTENT**

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#### **5. REFERENCES**

The licensing policy in this CAAP was based on reference documentation in existence and publications from ICAO, the JAA, EASA and other regulatory agencies, as incorporated into CAMA Licensing Department Manual.

#### **6. MANAGEMENT & STAFFING**

The CAMA require that an adequate number of qualified, competent staff are to be employed and that the management structure ensures supervision of all grades of staff by persons having the necessary experience and qualities.

CAMA will place particular emphasis on the qualifications and competence of all training staff in their specialization and in training techniques. All training staff must be acceptable to and approved by CAMA.

The posts of Accountable Manager (AM), Head of Training (HT), Chief Flying Instructor (CFI), Chief Synthetic Flight Instructor (CSFI), Quality Manager (QAM) and Chief Ground Instructor (CGI) at an ATO offering modular and or integrated courses of training shall all be filled by persons who are qualified in accordance with YCAR Part IV and this CAAP, and who are subsequently approved by CAMA.

At ATO's offering integrated courses of training, one person shall not hold two or more of the named posts simultaneously unless specifically approved to do so by CAMA for a limited period not to exceed 30 days. ATO's offering modular courses of training only, may combine posts; however, approval must be obtained from CAMA.

This approval will be based on the number of instructors employed, cadet numbers (actual and forecast) and the scope (number of different course approvals) of the organization. In general, at ATO's employing less than five instructors, the positions of HT and CFI or CFI and CGI may be combined.

Where posts are combined, the post holder shall meet the qualification requirements for each of the posts held. At least one of the nominated post holders shall be employed full time. For the purposes of modular courses, this shall be taken to mean that the full time staff member shall be available for the duration of the approved course without interruption from any other employment.

### **6.1 Accountable Manager**

The Accountable Manager will be a person acceptable to the Authority who has authority for ensuring that all training activities can be financed and carried out to the standards required by the Authority, and additional requirements defined by the ATO.

This person should have extensive experience in running successful businesses, preferably in the aviation industry. If the individual has not previously held the post of Accountable Manager, they will be required to attend a CAMA approved Accountable Manager training course.

### **6.2 Head of Training**

The Head of Training (HT) is responsible to CAMA for discharging the responsibilities ascribed to the post holder as outlined below.

To be acceptable to CAMA, the person nominated for this post shall have extensive experience in training as a Flight Instructor for professional pilot licenses as well as possessing a sound managerial capability.

The HT shall hold or have held in the three years prior to first appointment as a HT, a professional license and rating(s) issued in accordance with ICAO Annex 1, related to the flying training courses conducted.

At ATO's offering integrated courses of training, the HT will not function as a line instructor, nor be concerned with administration, maintenance, finance, marketing or any management function other than that of training on the integrated courses. Such supporting functions

must be the responsibility of another management post.

As outlined in section 6.0 of this CAAP, ATO's offering modular courses of training only, may combine the posts of the Head of Training with that of the Chief Flying Instructor (CFI) provided that one person can realistically carry out all functions.

In this case, the HT/CFI who must fulfill the qualification requirements of both HT and CFI, may act as a line instructor provided that sufficient time can be dedicated to meeting the responsibilities detailed in the applicable provisions of YCAR PART IV and this CAAP as well as the organization Operations, Training and Quality Manuals (but no more than 3 hours in any given day). However in this case, he cannot be counted in the instructor to cadet ratio (as outlined later in this CAAP) for training ratio purposes.

### **6.3 Chief Flight Instructor**

The responsibilities of the Chief Flying Instructor (CFI), Chief Ground Instructor (CGI) and Chief Synthetic Flight Instructor (CSFI) will include supervision and standardization of all instructors reporting to them and the provision of instructor briefing materials. Standardization of flight and synthetic flight instructional staff is an important aspect of the operations of an ATO and CAMA must be satisfied that adequate arrangements are put in place.

In discharging his responsibility for the supervision and standardization of all flight and synthetic flight instructors, it will be acceptable for the CFI to be supported by instructors nominated as Standards Instructors or a Deputy CFI and accepted for this purpose by CAMA.

The CFI shall also be responsible for all student flight and synthetic flight instruction records. The CFI shall be responsible for ensuring that suitable arrangements are in place for the signing of all course completion certificates for any courses offered by the specific ATO. Arrangements acceptable to the Authority are to be made for periodic standardization training and such training is to be detailed within the ATO's Operations Manual in Section D.

The CFI shall meet the following requirements:

- (a) Hold the highest professional pilot license related to the flying training courses conducted.
- (b) Hold the rating(s) related to the flying training courses conducted.
- (c) Hold a flight instructor rating for at least one of the types of the aircraft used on the course;  
and
- (d) Have completed 1000 hours pilot-in-command of which a minimum of 500 hours shall be on flying duties related to the flying courses conducted of which 200 hours may be instrument ground time.

### **6.4 Chief Ground Instructor**

The Chief Ground Instructor (CGI) shall be responsible for the supervision of all ground instructors and for the standardization of all theoretical knowledge instruction.

The CGI shall have a practical background in aviation and have undergone a course of training in instructional techniques or have had extensive previous experience in giving theoretical knowledge instruction applicable to the courses for which approval is sought.

### **6.5 Chief Synthetic Flight Instructor**

Where the scope of training offered warrants it, an ATO may appoint a CSFI who must be acceptable to the CAMA. The duties and responsibilities of the post holder will be equivalent to those of the CFI but in relation to synthetic flight training only. Where a CSFI is appointed the duties and responsibilities of the CFI shall be adjusted accordingly. The CSFI shall report to the CFI who remains responsible to the HT.

This shall be clearly established and reflected in the ATO's Operations and Quality Manuals as well as in the initial application to CAMA for approval.

### **6.6 Quality Manager**

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

Therefore, the primary role of the Quality Manager is 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 ATO, are being carried out properly under the supervision of the Head of Training, the Chief Flying Instructor and the Chief Ground Instructor.

The Quality Manager should be responsible for ensuring that the Quality Assurance Programme is properly implemented, maintained, continuously reviewed, and improved. The Quality Manager should:

- (a) Have direct access to the Head of Training;
- (b) Have access to all parts of the ATO's organization.

In the case of small or very small ATO's, the posts of the Head of Training and the Quality Manager may be combined however this is also based on the scope of the operation. However, in this event, quality audits should be conducted by independent personnel. In the case of a training organization offering integrated training the Quality Manager shall not hold the position of Head of Training, Chief Flying Instructor or Chief Ground Instructor.

The Quality Manager shall have extensive experience in implementation and control of quality systems and should have extensive experience in the aviation industry in either an engineering or flying role. Additional requirements may need to be met based on the scope of the ATO's training program.

### **6.7 Director / Head of Maintenance**

The Director / Head of Maintenance is responsible for the overall maintenance activities and works related to the training aircraft used by the flight training organization. He is responsible for the co-ordination of the selection of aircraft and aircraft equipment, spare parts and technical standards related to new aircraft. He is also responsible for communicating with the

contracted maintenance and repair agencies with regard to any matters related to the maintenance and repair of aircraft on behalf of the training organization.

He shall ensure the establishment of a Quality System that promotes the highest standards of airworthiness and effectiveness of the overall maintenance program.

The nominated key personnel for this position should have the following:

(a) Relevant engineering degree or aircraft maintenance technician with additional qualifications acceptable to CAMA. Relevant engineering degree means an engineering degree from aeronautical, mechanical, electrical, electronic, avionic or other studies relevant to the maintenance of aircraft / aircraft components.

(b) Thorough familiarity with the Organization's Maintenance Management Exposition

(c) Knowledge of the relevant type(s) of aircraft

(d) Knowledge of maintenance methods

The Director / Head of Maintenance shall meet the following qualifications;

(a) Hold an Aircraft Maintenance Engineers' License (LAME) with Airframe and Power plant ratings for the type of aircraft to be used by the flight training organization with a minimum of 2-3 years of experience.

(b) Have at least One year of experience in a position responsible for returning aircraft to service.

(c) Have at least One year of experience in a supervisory capacity maintaining the same category and class of aircraft to be used by the flight training organization.

### **6.8 Instructional Ratio Limits**

For the purposes of this ratio, the CFI may be counted as one-half of an instructor and at ATO's where a combined post of HT and CFI is held and the person is an active pilot, this person may not be counted towards the ratio.

A student shall be included in the ratio calculation from the time at which his flight training commences until the course is completed, except in the case of ATPL (A)/(H) integrated courses where if the course is so arranged that the multi-crew cooperation training is conducted on a synthetic training device as the last phase of the course, then the student may cease to be included in the ratio calculation at the conclusion of the Single-Pilot phase of the course

For both integrated and modular courses, the instructor shall not have any more than three students per day. The student to flying instructional ratio shall therefore not exceed 3:1 on any one day. The only exception to this ratio is where students are attending a MCC, MCCI, SFI or TRI course, where ratios will not exceed 4:1.

## **7. INSTRUCTORS**

Sufficient instructors must be employed at all times in order to ensure the proper

continuity of training for all students attending the courses. Instructional staff shall not act in any capacity at more than one Training Organization approved by CAMA except with the express permission of the D.G. Of Personnel Licensing & Examination

### **7.1 Flight Instructors**

All flight instructors will meet the requirements outlined in CAAP 27 – Instructors and shall hold:

- (a) A professional pilot license and rating related to the flying training courses that they appointed to conduct
- (b) An instructor rating relevant to the part of the course being conducted, e.g. instrument rating instructor, flight instructor, type / class rating instructor, as appropriate; or
- (c) An authorization from CAMA to conduct specific training in an ATO

Instrument flying instruction in multi-engine aircraft shall only be given by instructors qualified to give both instrument flying instruction and instruction on the multi-engine aircraft used on the course.

Instructors who accompany students on SPIC flights within a CPL/IR or ATPL integrated course shall be qualified to instruct in the aircraft used on the flights and be qualified to give instruction for the Instrument Rating.

### **7.2 Instructors for Synthetic Flight Training**

Sufficient Synthetic Flight Training Instructors (SFI, MCCI, STI or FI) must be employed to ensure the proper continuity of synthetic flight training for all students attending the courses. CAAP 27 – Instructors, sets down the requirements for training duties on STD (FTD, FNPT II and flight simulators & I). Standardization of SFI's/STI's is a matter for the CFI, which may be delegated to, if appointed, the CSFI.

CAMA will need to be satisfied that instructors have received instruction on and achieved an appropriate standard in the types of devices to be used on courses, covering their operation and the instruction to be given to students in accordance with the approved syllabus.

Instructors may not instruct for more than 1000 machine hours in any 12-month period. When FI's are used to instruct on aeroplanes and STD's, the total instruction shall not exceed 1000 hours in any 12-month period.

### **7.3 Theoretical Knowledge Instructors**

Sufficient Theoretical Knowledge Instructors must be employed to ensure the proper continuity of theoretical knowledge instruction for all students attending the courses.

The maximum class numbers in subjects involving a high degree of supervision or practical work shall not exceed 18 students. Theoretical knowledge instructors shall not exceed 23 teaching hours in any one-week, or an average of 18 teaching hours per week in any continuous 12 month period (excluding annual leave).

These figures shall be taken to include all classroom contact time, whether on CAMA

approved courses or other courses in which the theoretical knowledge instructor takes part. Theoretical knowledge instruction may be carried out by FI's or by other instructors having appropriate experience in aviation and knowledge of the aircraft concerned. Personnel nominated as Theoretical Knowledge Instructors must be acceptable to CAMA.

Theoretical Knowledge Instructors shall have appropriate experience in aviation and shall, before appointment, give proof of their competence by giving a test lecture based on material they have developed for the subjects that they are to teach.

The CGI is responsible to evaluate each instructor and submit a recommendation to CAMA along with the appropriate application form and associated documentation as outlined in CAMA Licensing Applicable form.

## **8. RECORDS**

Administrative staff shall be provided to deal with the routine administration of courses. The Head of Training or other nominated person acceptable to the CAMA shall be responsible for flight, theoretical knowledge and synthetic flight instruction records of students. Records shall be maintained for synthetic flight and theoretical knowledge instruction. The form and content of student training records is to be specified in the Training Manual and be acceptable to CAMA appropriate to the courses conducted. The records are to include:

(a) The personal details of each student, including name, address, telephone contact number(s), CAMA reference number, next of kin details, previous experience and evidence of all pre-entry requirements and qualifications including a summary of any credit to which the student may be entitled and an assessment of his suitability to undertake the course;

(b) A cumulative record of theoretical knowledge lessons attended by subject;

(c) Regular reports by subject with the instructor's name and written comments by the instructor on the student's performance and progress and other factors such as attitude and manner during individual lessons and during the course as a whole. Students should be invited to sign each report acknowledging its contents;

(d) Cumulative flying training achieved; and if applicable synthetic flight training achieved;

(e) For each training flight or synthetic flight training detail, the date, the aircraft registration or STD identification, the flight time, the instructor's name in full, the syllabus exercise number and written comments by the instructor on the students performance, progress and other factors such as attitude and manner during the detail and during the course as a whole. The record must indicate the standard achieved and any deviations from the syllabus including incomplete items. Students should be invited to sign each report acknowledging the debrief;

(f) Relating to the students progress and separate from the above, a summary of flying exercises completed with the date on which each exercise was carried out in the air or in a synthetic training device;

(g) Relating to the student's progress, summary reports and the result of progress/phase

tests, skill tests and theoretical knowledge examinations including arrangements for remedial training after failed tests/examinations;

(h) Training in aircraft emergency procedures, to be recorded separately and displayed prominently.

(i) All records shall indicate the date training commenced and the date of completion.

Where students do not complete the course the record shall indicate the circumstances under which training ceased. The students overall performance and attitude to training on the course shall be summarized on completion or termination of the course.

All training records, regardless of type, are to be retained for a minimum of 5 years from the date of course completion.

### **8.1 Computer Based Records**

If computer based records are used they must be backed up daily. The arrangements for safeguarding such records against loss, corruption and unauthorized change are to be noted in the Training Records section of the Training Manual.

Paper copies of records may be requested.

### **8.2 Transfer of Student Records**

Training Courses should be completed as a continuous course of training at a single ATO. However, where there are sound reasons for a student to transfer from one approved training provider to another during a course, credit will be given for training completed.

It should be noted that where courses are interrupted in this manner, the student might not necessarily complete the approved course within the minimum hours.

The HT of the new ATO must therefore make an assessment of the further training required to ensure that the full approved course is completed to a satisfactory standard.

To allow the HT of the new ATO to review the training completed and therefore assess the further training required, copies (not originals) of a student's training records are to be made available to the new ATO. Any copies must be certified as correct by the originating ATO and should be forwarded directly to the HT of the new ATO with notification of the transfer sent to CAMA Personnel Licensing & Examination Department.

### **8.3 Logbooks**

Students' pilot logbooks must be kept in accordance with the provisions of YCARs Part – II – (Personnel Licensing). All approved course flying and synthetic flight training is to be clearly identified as such and include details of the exercises carried out. In addition to the legal requirement, student logbooks are to include details of the exercise number using CAMA approved course exercise designator; turning points on navigation exercises.

Qualifying cross-country flights must be entered as individual flights showing the points of departure and arrival.

Stall spin awareness training, instrument training and asymmetric training shall be recorded in the remarks column. Students' logbooks are to be certified as being correct at the end of each course by the Head of Training or his nominated deputy.

The logbooks of instructors who conduct flight instruction on an approved course must be maintained in accordance with the provisions of the of YCARs Part – II – (Personnel Licensing) as outlined early in this section, and include a monthly summary of all flight time which clearly distinguishes approved course instructional flying from other flying.

All flight time conducted at an ATO by an approved instructor must be certified as true and correct on a monthly basis by the Head of Training or Chief Flight Instructor

## **9. TRAINING & TESTING AIRCRAFT**

All training aircraft will meet the requirements set forth in the YCARs Part – II – (Personnel Licensing) & Part V as well as any additional requirements outlined by CAMA or the aircraft manufacturer as required. An adequate fleet of training aircraft appropriate to the courses shall be provided.

Each aircraft shall be fitted with duplicate primary flight controls for use by the instructor and the student, swing over controls are not acceptable. The fleet shall include, as appropriate to the courses of training, aeroplane(s) suitable for demonstrating stalling and spin avoidance and aeroplane(s) suitably equipped to simulate instrument meteorological conditions and suitably equipped for the instrument flight and testing required.

Helicopters shall include, as appropriate to the courses of training, helicopter(s) suitable for autorotation demonstrations and helicopter(s) suitably equipped to simulate instrument meteorological conditions and suitably equipped for the instrument flight and testing required. Only aircraft approved by CAMA for training purposes shall be used and the number of aircraft shall also be acceptable to the authority.

### **9.1 Proving Training Flights**

The requirements for "Proving Training Flights" will depend on the size and complexity of Training Activities.

The number of flights will be solely at the discretion of CAMA and Flight Training Organizations are advised that proving training flights may be extended to ensure training competency is achieved in all areas.

## **10. SYNTHETIC TRAINING DEVICES**

All synthetic training devices, when being substituted for an aircraft, are to be device qualified and user approved by CAMA for the exercises to be conducted.

The basic distinction between "qualification" and "approval" is that qualification concerns itself with the technical ability of the device against the requirements, whereas approval relates to the extent to which a device may be used for training, checking or testing taking into account the aircraft to device differences and the operating and training ability of the ATO.

Therefore, user approval links the use of a "qualified" device to a particular course of training by giving credits against flight time. Further information relating to the qualification of

Synthetic Training Devices can be found in CAAP 12.

## **11. AERODROMES AND SITES**

The base aerodrome, and any alternative base aerodrome, at which flying training is being conducted shall meet the following requirements have at least the following facilities:

(a) At least one runway or take-off/landing area that allows training aeroplanes and helicopters (as appropriate) to make a normal take-off or landing at the maximum take-off or maximum landing mass authorized and to touch down autorotation, as appropriate,

(i) Under calm wind (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 operation (if 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, takeoff/landing area as applicable;

(c) Adequate runway/takeoff area/landing area electrical lighting if used for night training; and

(d) An air traffic control service except where, with the approval of the Authority, the training requirements may be satisfied safely by another means of air/ground communications.

Approved training courses may not commence and end at Satellite aerodromes without the approval of CAMA. This may involve additional inspections and approval costs. Where it is necessary to use Satellite aerodromes regularly for operational reasons, full details should be included in the Operations Manual.

In the case of helicopters, sites shall be available for:

(a) Confined area operation training

(b) Simulated engine off autorotation

(c) Sloping ground operation

## **12. TRAINING PROGRAM**

A training program shall be developed for each type of course offered. This program shall include a breakdown of flying and theoretical knowledge instruction in either a week-by-week or phase presentation, a list of standard exercises and a syllabus 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. Arrangements should be made so that problems

encountered in instruction can be resolved during subsequent training.

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

### **12.1 Flight and Synthetic Flight Training**

All flight and synthetic flight training is to include sufficient experience to meet the relevant course requirements (as mentioned above) as specified in YCARs Part II, YCARs Part IV as applicable to the course for which approval is being sought.

Flying training and synthetic flight training should be so arranged that students do not receive instruction from more than 3 instructors in either specialization on each phase of the course.

### **12.2 Theoretical Knowledge Instruction**

All theoretical knowledge instruction is to include sufficient experience to meet the relevant course requirements as specified in YCARs Part – II – (Personnel Licensing) & YCARs Part IV as applicable to the course for which approval is being sought.

Student study notes must be prepared specifically to meet the needs of an ab-initio student pilot and integration of theoretical knowledge instruction with the flying and synthetic flight instruction must be acceptable to CAMA for those courses that are designed to be “Integrated”.

A reference library containing publications giving coverage of the syllabus shall be immediately available to staff and students when in attendance at the ATO and, where applicable, kept current by amendments.

Distance learning (study by correspondence) will not be approved as part of an integrated course of training. Computer Based Training (CBT) may form part of the Theoretical Knowledge instruction but must not exceed 25% of the total Theoretical Knowledge course length.

The integration of theoretical knowledge instruction with the flying and synthetic flight training must be acceptable to CAMA and must be clearly identified in the course manual.

ATO's are responsible for the preparation and conduct of the examinations required by the courses of training for which approval is sought, excluding the final certification examination (unless otherwise authorized).

The specific Training Manual is to include the arrangements for conducting the examinations and maintaining the confidentiality of examination papers; the procedure for examination paper preparation including types of question to be asked and awarding a pass; the procedure for question analysis and review and the raising of replacement papers and re-sit procedures. Copies of examination papers are to be submitted to CAMA in electronic format for review and approval prior to use.

Use of electronic examinations is permitted, however the system must be approved for use by CAMA.

On satisfactory completion of a course of theoretical knowledge instruction within a CAMA approved course, a student is to be given a certificate of satisfactory course completion signed by the HT, CGI, or nominated deputy. The form of the certificate is to be included in the Training Manual.

### **12.3 Multi Crew Cooperation (MCC) Training**

ATO's seeking approval for an Integrated ATPL course of training must include a Multi Crew Cooperation component within the course

Details of the theoretical knowledge syllabus shall be included in the Training Manual. Students will receive theoretical knowledge instruction in and pass an examination in Human Factors and Performance within an ATPL integrated course. The main emphasis of the theoretical knowledge instruction component of the MCC training should be concentrated on the practicalities of working as part of a team to provide a sound footing on which subsequent CRM training may be built. Practical training may take place in either a flight simulator or a FNPTII qualified under YCARs.

Reference material for the student shall be produced. This material should cover the minimal technical and performance knowledge requirements and standard operating procedures needed to successfully operate the flight simulator or FNPT II and accomplish the required exercises. Practical training sessions are to be of suitable length to meet the objectives of the course but no more than a 4 hour session in the flight simulator or FNPT II used for the training, comprising 2 hours pilot flying (PF) and 2 hours pilot not flying (PNF), should be completed during a single working day. Appropriate provision for pre session briefing and post session de-briefing is to be included in the training program.

On completion of the MCC course component of an ATPL integrated course, the student shall be given a Certificate of Course Completion, signed by the HT. An example of the certificate, including a sample of the HT signature, is to be provided to CAMA Personnel Licensing & Examination Department for verification purposes as part of the documentation submitted for approval.

### **12.4 Modular Theoretical Knowledge Distance Learning Course**

Distance learning may be offered as part of a modular course of theoretical knowledge instruction at the discretion of CAMA. Classroom accommodation shall be available at the principal place of registration of the training organization.

Both classrooms and all associated teaching facilities shall conform to the requirements for organization approval. Before training commences, approval will be obtained from the Authority to conduct a modular course program using distance learning.

(a) The Head of Training or CGI of an ATO undertaking distance learning shall comply with the requirements set forth by the authority. All theoretical knowledge instructors shall meet the requirements of YCARs Part – II – (Personnel Licensing), Part IV, CAAP 4 and CAAP 26, and have appropriate qualification or relevant experience, which is satisfactory to the Authority.

(b) ATO's delivering only theoretical knowledge training will be subject to the same approval and audit requirements as are applied to ATO's offering flying and theory courses in accordance with applicable portions of YCARs Part – II – (Personnel Licensing) and IV, and the provisions of this CAAP.

(c) It is open to the approved ATO to provide some or all of these courses either on a full time attendance basis, or by distance learning. An element of classroom instruction shall be included in all subjects of modular distance learning courses. The amount of time spent in actual

classroom instruction shall be not less than 10% of the total duration of the course.

(d) All instructors shall be fully conversant in the requirements of the distance-learning program, including the quality assurance system. Their initial training shall take place at the principal place of registration; all subsequent training shall be to the same standard as for resident instructors. Wherever instructors are located, the Quality System shall provide a satisfactory means of monitoring individual performance and adhere to approved training programs.

(e) Distance Learning will only be approved as a component of a course of theoretical knowledge instruction for the following courses:

(i) Modular courses of theoretical knowledge instruction for the PPL(A), CPL(A), IR(A) and ATPL(A).

(ii) Courses of additional theoretical knowledge for a class or type rating for a single pilot high performance aeroplane

(f) The CGI shall set out the details of the distance learning components of the course training manual and will ensure arrangements are made for direct contact between the students and instructors at regular intervals so that progress can be monitored and discussed.

(g) The manual must outline the provisions for the final period of full time instruction/revision at the ATO at the end of the course, or segments for the course as appropriate.

(h) In providing test papers at regular intervals throughout the course, a number should be supplied with associated answers so as to provide a self assessment service, whilst others shall be returned to the ATO for marking, comment and advice. Where the course is conducted primarily by correspondence, the Head of Training must establish procedures to ensure that students do not progress to the next stage of the modules, unless they have achieved satisfactory results in phased test papers;

(i) During periods of direct contact between instructors and students, face-to-face instructor contact hours shall not exceed 6 hours per day and not more than 30 hours total over 5 consecutive days. It is expected that students will complete practice examination papers during the residential part of the course prior to being put forward for their examinations with CAMA.

The following section outlines the guidelines that shall be used by ATO's looking to run/start developing a distance learning course:

(a) An assumption that a student will study for at least 15 hours per week

(b) An indication throughout the course material of what constitutes a week's study.

(c) A recommended course structure and order of teaching acceptable to the Authority.

(d) One progress test for each subject for every 15 hours of study, which shall be submitted to the ATO for assessment. Additional self-assessed progress tests should be completed at intervals of 5 to 10 study hours.

(e) Appropriate contact times throughout the course when a student can have access to an instructor by telephone, fax, e-mail or Internet.

(f) Measurement criteria to determine whether a student has satisfactorily completed the appropriate elements of the course to a standard that, in the judgment of the Head of Training, or CGI, will enable them to be entered for CAMA theoretical examinations with a good prospect of success.

(g) If the FTO provides the distance learning via the Internet, instructors should monitor student's progress by appropriate means acceptable to the authority.

### **13. FLIGHT OPERATIONS ACCOMMODATION**

The operational accommodation for course approval shall be of a scale appropriate to the population of instructors and of pilots under training. All accommodation must be sited within permanent structures, not shared with the general public.

All rooms are to be suitably equipped and furnished with provision for heating, light and ventilation and are not to be combined with any accommodation used continuously for the purpose of administering the ATO, or for non approved courses of training.

Offices separate from the accommodation provided for instructional staff and students shall be provided for the Head of Training, CFI and CGI. Enclosed briefing rooms/cubicles and lecture rooms of adequate size relative to the maximum student capacity, each including a black or white board shall also be available. Temporary partitions and cubicles with walls that do not extend from the floor to ceiling are not acceptable.

Model aeroplanes with working controls or model helicopters, as appropriate, shall also be available for use in briefing rooms/cubicles. A quiet room for self-study purposes is to be available for students. Where a dedicated room is not available, specific times must be allocated to other rooms where self-study can occur at specific times and this must be acceptable to the CAMA. A separate room or rooms shall be provided where synthetic training devices are used.

Subject to local regulations emergency exits and evacuation routes, particularly in simulator bays, should be clearly marked and kept free from obstruction whenever training is taking place. Lavatory and washroom facilities are to be provided as well as facilities for rest and refreshment. Facilities for theoretical knowledge instruction shall ideally be co-located with the flying and synthetic flight training facilities.

CAMA requires that suitable demonstration equipment be available to support the theoretical knowledge instruction. This should include where appropriate, sectioned components and instruments, appropriate wall diagrams, transparencies, slides, models, systems demonstration equipment, mock ups and can include computer-generated graphics.

All classrooms are to be suitably equipped and furnished with provision for heating, light and ventilation and must be protected from external noise and distractions and sufficiently spacious to allow individual students room within which to work without disturbing others.

A room suitable for the conduct of theoretical knowledge examinations must be provided, free from noise or other distractions. This may be the same room as used for instruction but any

wall-mounted diagrams, photographs or other training aids relating to the course must be removed or covered prior to commencement of the examination.

#### **14. OPERATIONAL PUBLICATIONS**

The following operational publications shall be immediately available to students and staff and, where applicable, kept current by amendments.

- (a) A full set of YCARs to include at a minimum:
  - (i) Yemen Civil Aviation Regulations
  - (ii) Yemen Civil Aviation Advisory Publications
  - (iii) Yemen Information Bulletins
  - (iv) Yemen Licensing Directives
- (b) Yemen Aeronautical Information Publication (AIP)
- (d) Flight Manuals for the aircraft used on the course(s) on offer
- (e) ATC Flight Plan and explanatory material/guide
- (f) Standard meteorology reports and forecasts (in document or computer based formats)
- (g) Flight planning documents including flight guide supplements, radio navigation charts TMA/CTR arrival/departure charts, SID/STAR and aerodrome Instrument Approach Procedure charts. These may be in proprietary flight guides acceptable to CAMA, e.g. Jeppesen
- (h) NOTAM's
- (i) A current copy of the ATO's Operations Manual, Training Manual(s)

Where documents are maintained in electronic format they shall be provided on one or more computers dedicated for this purpose. The number of computers shall reflect the number of students. They shall be located in such a manner that students have access without having to enter staff offices.

A form of electronic document control shall be employed that identifies the documents held in electronic format and the current amendment state of each document. Web-based documentation is acceptable providing backups are available in hard copy and that the number of computers reflects the number of students.

#### **15. REQUIREMENTS FOR ENTRY INTO TRAINING**

A student accepted for training shall possess the appropriate medical certificate for the license required and shall meet the entrance requirements set by the ATO, as approved by the Authority.

Additionally applicants should pass to a satisfactory standard a cognitive screening assessment. The minimum standard of education required for a student attending an integrated course is as follows:

(a) General Education Certificate with passing grade of C or above including passes in English, Mathematics and a Science subject

(b) Acceptable level of Mathematics, Physics and English (to be agreed to by the ATO with CAMA as part of the application for approval process)

It is the responsibility of the ATO to advise applicants who do not meet these requirements on their inadmissibility to the course

## **16. OPERATIONS MANUAL**

An ATO shall provide an Operations Manual containing the information and instructions to enable staff to perform their duties and to give guidance to trainees on how to comply with the course requirements.

The ATO shall make available to staff and students a copy of the Operations Manual. Contained within the manual shall be an amendment procedure acceptable to the CAMA. The Operations Manual shall provide relevant information to particular groups of staff, e.g. instructors, operations and maintenance staff; and shall include the following parts:

(a) General

(b) Technical

(c) Route

(d) Staff Training

The Operations manual for an ATO will include at a minimum the following information within each of the above-mentioned Sections. However, ATO's conducting theoretical knowledge training only will, for example, not be required to supply information within their manual relating to "restriction of numbers of aeroplanes in poor weather" and other flying specific items:

(a) General

(i) Introduction

(ii) A list and description of all volumes in the Operations Manual & System of amendments and revisions

(iii) Organizational Structure (function and management)

(iv) Responsibilities (all management and administrative staff)

(v) Student discipline and disciplinary action

(vi) Approval/authorization of flights

(vii) Preparation of flying program (restriction of numbers of aircraft in poor weather)

(viii) Command of aeroplane

- (ix) Responsibilities of pilot-in-command
- (x) Carriage of passengers
- (xi) Aeroplane documentation
- (xii) Retention of documents
- (xiii) Flight crew qualification records (licenses and ratings)
- (xiv) Revalidation (medical certificates and ratings)
- (xv) Flying duty period and flight time limitations (flying instructors)
- (xvi) Flying duty period and flight time limitations (students)
- (xvii) Rest periods (flying instructors)
- (xviii) Rest periods (students)
- (xix) Pilots' logbooks
- (xx) Flight planning (general)
- (xxi) Safety (general) – equipment, radio listening watch, hazards, accidents and incidents (including reports), safety pilots etc
- (xxii) Minimum Flight Altitudes
- (xxiii) Aerodrome Operating Minima
- (xxiv) En-route VFR requirements
- (xxv) Fuelling Procedures
- (xxvi) Hot weather Procedures
- (xxvii) De-Icing & Anti-Icing Procedures
- (xxviii) Wake Turbulence
- (xxix) Use of Safety belts for Crew and passengers
- (xxx) Passenger briefing procedures
- (b) Technical
  - (i) Aircraft descriptive notes
  - (ii) Aircraft handling (including checklists, SOP's, limitations, aircraft maintenance and technical logs, in accordance with relevant YCAR's, etc.)
  - (iii) Emergency procedures

- (iv) Radio and radio navigation aids
- (v) Allowable deficiencies (based on MMEL, if available)

It is acceptable for performance Class A aeroplanes to reference specific sections of the manufacturer approved AFM instead of listing them in this section provided all necessary items are covered.

- (c) Route
  - (i) Performance (legislation, take-off, route, landing etc.)
  - (ii) Flight planning (fuel, oil, minimum safe altitude, navigation equipment etc.)
  - (iii) Loading (load-sheets, mass, balance, limitations)
  - (iv) Weather minima (flying instructors)
  - (v) Weather minima (students – at various stages of training)
  - (vi) Training routes/areas
- (d) Staff Training
  - (i) Appointments of persons responsible for standards/competence of flying staff
  - (ii) Initial training
  - (iii) Refresher training
  - (iv) Standardization training
  - (v) Differences training (including same fleet type differences)
  - (vi) Proficiency checks
  - (vii) Upgrade training
  - (viii) ATO staff standards evaluation
  - (ix) Training Records

## **17. TRAINING MANUAL**

ATO's are required to produce separate Training Manuals for each course of training. The training manual will state the Aim for each course, the entry requirements for that course, the objectives and training goals for each phase of training and the standards required at the end of each exercise so that the students are in no doubt about what is required of them at any stage. The Training Manual will include the following parts:

- (a) PART 1 – The Training Plan
- (b) PART 2 – Briefing and Air Exercises

(c) PART 3 – Synthetic Flight Training

(d) PART 4 – Theoretical Knowledge Instruction

A Training Manual should not include flight exercise briefing material. Its primary purpose is to advise the student WHAT they will be doing and WHEN; rather than HOW. There should be a clearly defined Aim for each exercise directed at the student not the instructor. "To teach" is an instructor aim; "to learn" or "to be able to" are student aims.

The purpose of the Skill Test is to determine if the Aim has been achieved; the test should not form part of the aim. Exercise content should list the specific skill items that will be taught or practiced during an exercise. Each exercise brief should have a concise statement of what standard the student is expected to achieve on completion of the exercise. This should be a measurable quantity against which the student may be judged.

The Training Manual for an ATO will include at a minimum the following information within each of the above-mentioned Parts. For example, ATO’s conducting theoretical knowledge training only will not be required to supply information within their manual relating to “bad weather constraints”:

**(a) Part One – The Training Plan**

<ul style="list-style-type: none"> <li>☐ 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.</li> </ul>	The aim of the course (ATP(A), CPL/IR(A), CPL(A) etc, as applicable)
<ul style="list-style-type: none"> <li>☐ Minimum age, educational requirements (including language), medical requirements</li> <li>☐ Any individual CAMA requirements</li> </ul>	Pre-entry requirements
<ul style="list-style-type: none"> <li>☐ To be obtained from the Authority before training begins.</li> </ul>	Credits for previous experience
<ul style="list-style-type: none"> <li>☐ The flying syllabus (single-engine), the flying syllabus (multi-engine), the synthetic flight training syllabus and the theoretical knowledge training syllabus</li> </ul>	Training Syllabi
<ul style="list-style-type: none"> <li>☐ Arrangements of the course and the integration of syllabi time</li> </ul>	The time scale and scale, in weeks, for each syllabus
<ul style="list-style-type: none"> <li>☐ The general arrangements of daily and weekly programs for flying, ground and synthetic flight training</li> <li>☐ Bad weather constraints</li> <li>☐ Program constraints in terms of maximum student training times, (flying, theoretical knowledge, synthetic) e.g. per day/week/month</li> <li>☐ Restrictions in respect of duty periods for students</li> <li>☐ Duration of dual and solo flights at various stages</li> <li>☐ Maximum flying hours in any day/night; maximum number of training flights in any day/night</li> <li>☐ Minimum rest period between duty periods</li> </ul>	Training programs
<ul style="list-style-type: none"> <li>☐ Rules for security of records and documents.</li> <li>☐ Attendance records</li> <li>☐ The form of training records to be kept.</li> <li>☐ Persons responsible for checking records and students’ log books</li> <li>☐ The nature and frequency of record checks</li> <li>☐ Standardization of entries in training records</li> <li>☐ Rules concerning logbook entries.</li> </ul>	Training records
<ul style="list-style-type: none"> <li>☐ Individual responsibilities</li> <li>☐ Essential exercises</li> <li>☐ Emergency drills (frequency)</li> <li>☐ Dual checks (frequency at various stages)</li> <li>☐ Requirement before first solo day/night/navigation etc.</li> </ul>	Safety training

<ul style="list-style-type: none"> <li>☐ Flying <ul style="list-style-type: none"> <li>o Progress checks</li> <li>o Skill tests</li> </ul> </li> <li>☐ Theoretical Knowledge <ul style="list-style-type: none"> <li>o Progress tests</li> <li>o Theoretical knowledge examinations</li> </ul> </li> <li>☐ Authorisation for test.</li> <li>☐ Rules concerning refresher training before retest.</li> <li>☐ Test reports and records.</li> <li>☐ Procedures for examination paper preparation, type of question and assessment, standard required for 'Pass'.</li> <li>☐ Procedure for question analysis and review and for raising replacement papers.</li> <li>☐ Examination re-sit procedures.</li> </ul>	Tests and examinations
<ul style="list-style-type: none"> <li>☐ Individual responsibilities</li> <li>☐ General assessment <ul style="list-style-type: none"> <li>☐ Liaison between departments.</li> <li>☐ Identification of unsatisfactory progress (individual students).</li> <li>☐ Actions to correct unsatisfactory progress.</li> <li>☐ Procedure for changing instructors.</li> </ul> </li> <li>☐ Maximum number of instructor changes per student.</li> </ul>	Training effectiveness
<ul style="list-style-type: none"> <li>☐ Internal feedback system for detecting training deficiencies.</li> <li>☐ Procedure for suspending a student from training</li> <li>☐ Discipline</li> <li>☐ Reporting and documentation</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Individual responsibilities</li> <li>☐ Standardization</li> <li>☐ Standardization requirements and procedures</li> <li>☐ Application of test criteria</li> </ul>	Standards and Level of performance at various stages

**(b) Part Two – Briefing & Air Exercises:**

<ul style="list-style-type: none"> <li>☐ 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. This should normally be the same as the air exercise specification for the flight instructor-rating course.</li> </ul>	Air Exercise
<ul style="list-style-type: none"> <li>☐ An abbreviated list of the above exercises giving only main and sub-titles for quick reference, and preferably in flip- card form to facilitate daily use by flight instructors</li> </ul>	Air exercise reference list
<ul style="list-style-type: none"> <li>☐ A statement of how the course will be divided into phases, indication of how the above air exercises 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.</li> <li>☐ The syllabus hours for each phase and for groups of exercises within each phase shall be stated and when progress tests are to be conducted, etc.</li> </ul>	Course structure – Phase of training
<ul style="list-style-type: none"> <li>☐ 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.</li> </ul>	Course structure integration of syllabi
<ul style="list-style-type: none"> <li>☐ The requirement for student progress and include a brief but specific statement of what a student is expected to be able to do and the standard of proficiency he must achieve before progressing from one phase of air exercise training to the next.</li> <li>☐ Minimum experience requirements in terms of hours, satisfactory exercise completion, etc. as necessary before significant exercises, e.g. night flying.</li> </ul>	Student progress
<ul style="list-style-type: none"> <li>☐ The ATO requirements, particularly in respect of pre- and post-flying briefing, adherence to syllabi and training specifications, authorization of solo flights, etc.</li> </ul>	Instructional methods

☒ The instructions given to examining staff in respect of the conduct and documentation of all progress tests	Progress tests
☒ Definition of significant terms as necessary	Glossary of terms
☒ Progress test report forms ☒ Skill test report forms ☒ ATO certificates of experience, competence, etc. as required	Appendices

**(c) Part Three – Synthetic Flight Training:**

The structure shall generally be the same as for PART 2 - Briefing & Air Exercises, as above. Alternatively, the STD Exercises may be included in Part 2 especially if the exercises may be conducted in a STD or aircraft.

Where the STD training is conducted (such as in the case of an ATO subcontracting the MCC phase of an Integrates ATPL (A) course) as a block or Subcontracted PART 3 – Synthetic Flight Training, is more appropriate.

**(d) Part Four – Theoretical Knowledge Instruction:**

☒ A statement of the structure of the course, including the general sequence of the topics to be taught in each subject, the time allocated to each topic, the breakdown per subject and an example of a course schedule. ☒ Distance Learning courses should include instructions of the material to be studied for individual elements of the course.	Structure of the theoretical knowledge course
☒ A description of each lesson or group of lessons including teaching materials, training aids, progress test organization and inter-connection of topics with other subjects.	Lesson Plans
☒ Specification of the training aids to be used (e.g. study materials, course manual references, exercises, self-study materials, demonstration equipment).	Teaching materials
☒ The requirement for student progress, including a brief but specific statement of the standard that must be achieved and the mechanism for achieving this, before application for theoretical knowledge examinations.	Student progress
☒ The organization of progress testing in each subject, including topics covered, evaluation methods used and documentation.	Progress testing
☒ The procedure to be followed if the standard required at any stage of the course is not achieved, including an agreed action plan with remedial training if required.	Review procedure

**18. QUALITY SYSTEM**

CAMA requires that an ATO seeking approval shall establish procedures acceptable to CAMA to ensure compliance with all relevant regulatory requirements and that these procedures shall include a quality system within the ATO to readily detect any deficiencies for self remedial action. Details of this system are outlined below

The ATO shall submit for approval a Quality Manual describing the Quality System and the processes to be adopted. The ATO is required to submit to the Air Crew Licensing Department, at least annually, and prior to the annual inspection, a copy of all audit reports and remedial action taken during the past 12 months.

The rationale for the requirements of quality systems is the need to establish a distinct assignment of roles between Authority and training organizations by creating an evident division between the regulatory and surveillance responsibility on the one hand, and responsibility of the training activities in itself on the other.

Therefore, the training organizations must establish a system whereby they can monitor their activities, be able to detect deviations from set rules and standards, take the necessary corrective actions and thus ensure compliance with Authority regulations and their own requirements.

A well established and functioning quality system will make it possible for the supervising Authority to perform inspections and surveillance efficiently and with a reasonable amount of resources.

It is obvious and well recognized that the scope and complexity of a quality system should reflect the size and complexity of the training organization and its training activities. The objectives and the same principles apply, however, to any training organization, irrespective of size and complexity.

Thus, in small and relatively small training organizations, the quality system may be quite simple and integrated in the basic organization, whereas larger organizations with more complex training activities will need to establish separate and independent quality organizations within the overall organizational set-up.

In determining size and complexity in this context, the following guidelines apply:

- (a) Training organizations with 5 or less instructors employed are considered very small.
- (b) Training organizations employing between 6 and 20 instructors are considered small.

In determining complexity, factors such as number of aircraft types used for training, range of training courses offered, geographical spread of training activities (e.g. the use of satellite bases), range of training arrangements with other training organizations, etc. will be considered. In a quality system of any ATO the following five elements should be clearly identifiable:

- (a) Determination of the organization's training policy and training and flight safety standards
- (b) Determination and establishment of assignment of responsibility, resources, organization 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
- (e) Evaluation of experiences and trends concerning policy, training and flight safety standards.

Listed below in more detail are the objectives, the different elements of a quality system and guidance to the set-up of quality systems in small and larger and/or more complex training organizations. For very small organizations paragraph 18.23 of this CAAP will apply.

A basis for quality should be established by every ATO and problem-solving techniques to run

processes should be applied. Knowledge in how to measure, establish and ultimately achieve quality in training and education is considered to be essential.

The purpose of this Section is to provide information and guidance to the training organizations on how to establish a Quality System that enables compliance with the YCARs and the requirements of this CAAP.

In order to show compliance with, an ATO should establish its Quality System in accordance with the instructions and information contained in the remainder of this Section of the CAAP.

### **18.1 Terminology**

#### (a) Accountable Manager

A person acceptable to the Authority who has authority for ensuring that all training activities can be financed and carried out to the standards required by the Authority, and additional requirements defined by the ATO

#### (b) Quality

The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs

#### (c) Quality Assurance

All those planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given requirements, including the ones specified by the ATO in relevant manuals

#### (d) Quality Manager

The manager, acceptable to the Authority, responsible for the management of the Quality System, monitoring function and requesting corrective actions

#### (e) Quality Manual

The document containing the relevant information pertaining to the operator's quality system and quality assurance programme

#### (f) Quality Audit

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

### **18.2 Quality Policy and Strategy**

It is of vital importance that the ATO describes how the organization formulates, deploys, reviews its policy and strategy and turns it into plans and actions. A formal written Quality

Policy Statement should be established that is a commitment by the Head of Training as to what the Quality System is intended to achieve. The Quality Policy should reflect the achievement and continued compliance with relevant parts of CAMA regulations together with any additional standards specified by the ATO. The Accountable Manager will have overall responsibility for the Quality System including the frequency, format and structure of the internal management evaluation activities.

### **18.3 Purpose of a Quality System**

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

### **18.4 Quality Manager**

The primary role of the Quality Manager is 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 ATO, are being carried out properly under the supervision of the Head of Training, the Chief Flying Instructor and the Chief Ground Instructor.

The Quality Manager should be responsible for ensuring that the Quality Assurance Programme is properly implemented, maintained and continuously reviewed and improved. The Quality Manager should:

- (a) Have direct access to the Head of Training.
- (b) Have direct access to the Accountable Manager.
- (c) Have access to all parts of the ATO's organization.

In the case of small or very small ATO's, the posts of the Head of Training and the Quality Manager may be combined. However, in this event, quality audits shall be conducted by independent personnel. In the case of a training organization, offering integrated training the Quality Manager shall not hold the position of Head of Training, Chief Flying Instructor or Chief Ground Instructor.

### **18.5 Quality System**

The Quality System of the ATO should ensure compliance with and adequacy of training activities requirements, standards and procedures. The ATO should specify the basic structure of the Quality System applicable to all training activities conducted. The Quality System should be structured according to the size of the ATO and the complexity of the training to be monitored.

### **18.6 Quality System Scope**

A Quality System should address the following:

- (a) Leadership
- (b) Policy and Strategy
- (c) Processes
- (d) The provisions of the YCARs
- (e) Additional standards and training procedures as stated by the ATO
- (f) The organizational structure of the ATO
- (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
- (l) Customer satisfaction

### **18.7 Quality Feedback System**

The quality system should include a feedback system to ensure that corrective actions are both identified and promptly addressed. The feedback system should also specify 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.

### **18.8 Documentation**

Relevant documentation includes the relevant part(s) of the Training and Operations Manual, which shall be included in a separate Quality Manual. In addition, relevant documentation should also include the following:

- (a) Quality Policy;
- (b) Terminology;
- (c) Specified training standards;
- (d) A description of the organization;
- (e) The allocation of duties and responsibilities;

- (f) Training procedures to ensure regulatory compliance
- (g) The Quality Assurance Programme, reflecting:
- (h) Schedule of the monitoring process;
- (i) Audit procedures;
- (j) Reporting procedures;
- (k) Follow-up and corrective action procedures;
- (l) Recording system;
- (m) The training syllabus; and
- (n) Document control

### **18.9 Quality Assurance Program**

The Quality Assurance Program should include all planned and systematic actions necessary to provide confidence that all training is conducted in accordance with all applicable requirements, standards and procedures.

### **18.10 Quality Inspection**

The primary purpose of a quality inspection is to observe a particular event/action/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.

Typical subject areas for quality inspections are:

- (a) Actual flight and ground training;
- (b) Maintenance;
- (c) Technical Standards; and
- (d) Training Standards

### **18.11 Audit**

An audit is a systematic and independent comparison of the way in which training is being conducted against the way in which the published training procedures say it should be conducted.

Audits should include at least the following quality procedures and processes:

- (a) An explanation of the scope of the audit;
- (b) Planning and preparation;
- (c) Gathering and recording evidence; and
- (d) Analysis of the evidence

The various techniques that make up an effective audit are:

- (a) Interviews or discussions with personnel;
- (b) A review of published documents;
- (c) The examination of an adequate sample of records;
- (d) The witnessing of the activities which make up the training; and
- (e) The preservation of documents and the recording of observations

#### **18.12 Auditors**

The ATO should 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 should have relevant training and/or operational experience. The responsibilities of the auditors should be clearly defined in the relevant documentation.

#### **18.13 Auditor's Independence**

Auditors should not have any day-to-day involvement in the area of the operation or maintenance activity which is to be audited. An ATO 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.

An ATO 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 his own organization or from an external source under the terms of an agreement acceptable to the Authority.

In all cases the ATO shall 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 ATO.

The Quality Assurance Programme of the ATO shall identify the persons within the company who have the experience, responsibility and authority to:

- (a) Perform quality inspections and audits as part of ongoing Quality Assurance;

- (b) Identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings;
- (c) Initiate or recommend solutions to concerns or findings through designated reporting channels;
- (d) Verify the implementation of solutions within specific timescales;
- (e) Report directly to the Quality Manager

#### **18.14 Audit Scope**

ATO's are required to monitor compliance with the Training and Operations Manuals they have designed to ensure safe and efficient training. In doing so they should as a minimum, and where appropriate, monitor:

- (a) Organization;
- (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/Operations interface;
- (i) Maintenance Programs and Continued Airworthiness;
- (j) Airworthiness Directives management;
- (k) Maintenance Accomplishment

#### **18.15 Audit Scheduling**

A Quality Assurance Programme shall include a defined audit schedule and a periodic review cycle. The schedule should be flexible, and allow unscheduled audits when trends are identified. Follow-up audits shall be scheduled when necessary to verify that corrective action was carried out and that it was effective.

An ATO shall establish a schedule of audits to be completed during a specific calendar period. All aspects of the training shall be reviewed within a period of 12 months in accordance with the program unless an extension to the audit period is accepted as explained below.

An ATO may increase the frequency of their audits at their discretion but should not

decrease the frequency without the acceptance of the Authority. A period of greater than 24 months is unacceptable for any one audit topic.

When an ATO defines the audit schedule, significant changes to the management, organization, training, or technologies should be considered, as well as changes to the regulatory requirements.

#### **18.16 Monitoring and Corrective Action**

The aim of monitoring within the Quality System is primarily to investigate and judge its effectiveness and thereby to ensure that defined policy, training standards are continuously complied with.

Monitoring activity is based upon quality inspections, audits, corrective action and follow-up. The ATO shall establish and publish a quality procedure to monitor regulatory compliance on a continuing basis.

This monitoring activity should be aimed at eliminating the causes of unsatisfactory performance.

Any non-compliance identified should be communicated to the manager responsible for taking corrective action or, if appropriate, the Accountable Manager. Such non-compliance should be recorded, for the purpose of further investigation, in order to determine the cause and to enable the recommendation of appropriate corrective action.

The Quality Assurance Programme shall include procedures to ensure that corrective actions are developed in response to findings.

These quality procedures should monitor such actions to verify their effectiveness and that they have been completed. Organizational 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(s), that corrective action has re-established compliance with the standard required by the Authority and any additional requirements established by the ATO.

#### **18.17 Corrective Action**

Subsequent to the quality inspection/audit, the ATO shall establish:

- (a) The seriousness of any findings and any need for immediate corrective action;
- (b) The origin of the finding;
- (c) What corrective actions are required to ensure that the non-compliance does not recur;
- (d) A schedule for corrective action;

- (e) The identification of individuals or departments responsible for implementing corrective action;
- (f) Allocation of resources by the Accountable Manager where appropriate

The Quality Manager should:

- (a) Verify that corrective action is taken by the manager responsible in response to any finding of non-compliance;
- (b) Verify that corrective action includes the elements outlined in paragraph 16 above;
- (c) Monitor the implementation and completion of corrective action;
- (d) Provide management with an independent assessment of corrective action, implementation and completion;
- (e) Evaluate the effectiveness of corrective action through the follow-up process.

#### **18.18 Management Evaluation**

A management evaluation is a comprehensive, systematic documented review by the management of the quality system, training policies, and procedures, and should consider:

- (a) The results of quality inspections, audits and any other indicators; as well as the overall effectiveness of the management organization in achieving stated objectives.
- (b) A management evaluation should identify and correct trends, and prevent, 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.

The responsible manager should be an individual who has the authority to resolve issues and take action. The Accountable Manager should decide upon the frequency, format, and structure of internal management evaluation activities.

#### **18.19 Recording**

Accurate, complete, and readily accessible records documenting the results of the Quality Assurance Program shall be maintained by the ATO. Records are essential data to enable an ATO to analyze and determine the root causes of non-conformity, so that areas of non-compliance can be identified and subsequently addressed.

The following records shall be retained for a period of 5 years:

- (a) Audit Schedules;
- (b) Quality inspection and Audit reports;
- (c) Responses to findings;

- (d) Corrective action reports;
- (e) Follow-up and closure reports;
- (f) Management Evaluation reports

### **18.20 Quality Assurance Responsibility for Sub-Contractors**

An ATO may decide to sub-contract out certain activities to external organizations subject to the approval of the Authority. The ultimate responsibility for the training provided by the subcontractor always remains with the ATO.

A written agreement shall exist between the ATO and the sub- contractor clearly defining the safety related services and quality to be provided. The sub-contractor's safety related activities relevant to the agreement shall be included in the ATO's Quality Assurance Program.

The ATO shall ensure that the sub- contractor has the necessary authorization/approval when required, and commands the resources and competence to undertake the task.

If the ATO requires the sub-contractor to conduct activity, which exceeds the sub-contractor's authorization/approval, the ATO is responsible for ensuring that the sub-contractor's quality assurance takes account of such additional requirements.

### **18.21 Quality System Training**

Correct and thorough training is essential to optimize quality in every organization. In order to achieve significant outcomes of such training the ATO should ensure that all staff understands the objectives as laid down in the Quality Manual. Those responsible for managing the Quality System should receive training covering:

- (a) An introduction to the concept of Quality System;
- (b) Quality management;
- (c) Concept of Quality Assurance;
- (d) Quality manuals;
- (e) Audit techniques;
- (f) Reporting and recording; and
- (g) The way in which the Quality System will function in the ATO

Time should be provided to train every individual involved in quality management and for briefing the remainder of the employees. The allocation of time and resources should be governed by the size and complexity of the operation concerned.

### **18.22 Sources of Training**

Quality management courses are available from the various National or International Standards Institutions, and an ATO shall ensure that, at a minimum, the Quality Manager attends such a course and they should also consider whether to offer such courses to those likely to be involved in the management and operations of the Quality System at the ATO (e.g. The Head of Training). Organizations with sufficient appropriately qualified staff should consider whether to carry out in-house training if approved by CAMA

### **18.23 Quality Systems for small/very small Organizations**

The requirement to establish and document a Quality System and to employ a Quality Manager applies to all ATO's. Complex quality systems could be inappropriate for small or very small ATO's and the clerical effort required to draw up manuals and quality procedures for a complex system may stretch their resources.

It is therefore accepted that such ATO's should tailor their quality systems to suit the size and complexity of their training and allocate resources accordingly.

For small and very small ATO's it may be appropriate to develop a Quality Assurance Programme that employs a checklist. The checklist should 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 annual independent overview of the checklist content and achievement of the Quality Assurance Program should be undertaken.

The small ATO may decide to use internal or external auditors or a combination of the two. In these circumstances it would be acceptable for external specialists and or qualified organizations to perform the quality audits on behalf of the Quality Manager on a quarterly basis, or as approved by CAMA within the Quality Checklist.

If the independent quality audit function is being conducted by external auditors, the audit schedule shall be shown in the relevant documentation. Whatever arrangements are made, the ATO retains the ultimate responsibility for the quality system and especially the completion and follow-up of corrective actions.

## **19. FINANCIAL RESOURCES**

This section sets out the means of compliance for CAMA to be satisfied that ATO's have sufficient funding available to conduct training to the approved standards and to address the maintenance of acceptable flying training standards throughout the duration of a course. The grant and revalidation of an approval cannot therefore be construed as a guarantee of the underlying financial soundness of the organization.

It is an indication, on the basis of financial information provided, that the approved organization can provide sufficient facilities and qualified staff such that flying training can be, or can continue to be, provided in accordance with relevant CAMA regulations, training requirements and standards.

Any application for initial approval or revalidation is to be supported by a plan, covering the

period of approval, which is five years, which includes at least the following information:

(a) Training facilities and number of students

(b) Details, as appropriate, of:

(i) The number and types of training aircraft that will be used;

(ii) The number of flight and ground instructors that will be employed;

(iii) The number of classrooms and other types of training facilities (synthetic training devices, etc.) intended for use;

(iv) The supporting infrastructure (staff offices, operations room, briefing rooms, rest rooms, hangars, etc.)

(v) The planned number of students (by month and course)

(c) Financial Details

(i) Capital expenditure necessary to provide the planned facilities;

(ii) Costs associated with running each of the courses for which approval is sought;

(iii) Income forecasts for the period of approval;

(iv) A forecast financial operating statement for the business for which approval is sought;

(v) Details of any other financial trading arrangement on which the viability of the approved organization may be dependent.

The plan submitted in support of an application for initial approval or revalidation is to be accompanied by a Financial Statement from the applicant's bankers or auditors, which certifies that the applicant has, or has recourse to, sufficient financial resources to meet the applicant's proposals as described in the plan to conduct CAMA approved courses.

An appropriately revised Financial Statement will be required whenever the applicants wish to expand their activities in addition to those described in the plan, in order to satisfy the requirements of CAMA regulations.

After approval has been granted, if the Authority has reason to believe that the necessary standards of compliance with CAMA regulations are not being met or may not be met due to a lack or apparent lack of financial resources, the Authority may require the organization to demonstrate in a written submission that sufficient funds can and will be made available to continue to meet the terms of approval, or such modifications to it as may have been agreed with the Authority.

Any such submission is to be accompanied by a further Financial Statement signed by the approved organization's bankers or auditors. The Authority may also require a Financial

Statement if it appears to the Authority that operation of the approved course(s) is significantly at variance with the proposals contained in the business plan.

## **20. APPLICATION PROCESS – GENERAL INFORMATION**

The application process for approval of an ATO consists of five distinct phases:

- (a) Pre-Application Phase
- (b) Formal Application Phase
- (c) Document Evaluation Phase
- (d) Inspection and Proving Training Flights Evaluation Phase
- (e) Certification Phase

It is CAMA's experience that considerable resources and effort are required to prepare an initial application for approval to conduct integrated courses of training, particularly in relation to the development of the required documentation.

Equally, the review of such material is both demanding of staff effort within the Personnel Licensing & Examination Department and must take its place beside other work undertaken. In other words, it is not given special priority against other tasks.

Therefore, organizations should make realistic assumptions from the outset as to how long it will take to obtain approval, and are strongly recommended to inform CAMA of their intentions to start an ATO at an early stage of planning (as outlined in the Pre-Application Phase of this CAAP).

## **21. APPLICATION PROCESS – PRE-APPLICATION PHASE**

The pre-application phase occurs when the applicant meets with CAMA D.G. Of Personnel Licensing & Examination (and selected Inspectors from the appropriate Licensing Specialty) and discusses generally the initial plans and the viability of different proposals.

The applicant shall contact CAMA Civil Aviation Safety Sector Building in Sanaa and bring a pre-application statement of intent to this meeting regarding the proposed operations and types of training and sequence of events.

The arrangement for the pre-application meeting is made by contacting the Personnel Licensing & Examination Department in CAMA Civil Aviation Safety Sector Building , Sanaa . This meeting is to be requested when details of the training operations/activities are known and will be attended by CAMA assigned inspectors from Licensing and Airworthiness (if required).

### **21.1 Pre-Application Statement of Intent**

The pre-application Statement of Intent is reviewed by the Chairman of the Civil Aviation & Met Authority and this statement shall be in the form of a letter from the owner and, or

sponsor. It shall contain at least the following information:

- (a) Type(s) of Training
- (b) Type(s) of aircraft
- (c) Proposed areas for training
- (d) Nature of aircraft (owned or leased)
- (e) Nature of simulation (owned or leased)
- (f) Location of main base of training and other facilities
- (g) Management organizational structure and the qualifications of the proposed Accountable Manager, Head of Training, Chief Flight Instructor, Chief Ground Instructor, Quality Manager and Maintenance Manager.
- (h) Proposed training organization name and corporate body sponsor
- (i) Approximate date of commencement
- (j) Trade License
- (k) Passport copy of owner(s)/sponsor(s) & passport photo of owner(s)/sponsor(s)
- (l) No objection letter or approval to base aircraft at the relevant airport from the Department of Civil Aviation/Department of Transport
- (m) Security Clearance (through CAMA website)

### **21.2 Pre-Application Process**

On the basis of the information provided by the ATO, as outlined above, CAMA will provide the applicant with the following information:

- (a) Application procedures including required forms
- (b) Required Documents (as outlined in this CAAPs and by the YCAR's)
- (c) General operating and airworthiness advice
- (d) Approval requirements for other government authorities
- (e) Regulatory feasibility
- (f) Required CAMA fees

CAMA requires 30 working days for a final decision to be made on the preliminary assessment.

## **22. APPLICATION PROCESS – FORMAL APPLICATION PHASE**

The application process cannot commence unless the Chairman gives his approval to proceed. Based on the information provided, a preliminary assessment will be made to ensure that the proposed training activities / operations are in the national interest.

This could take up to 30 working days. The formal application phase commences when the applicant lodges a formal application for a Training Certificate, accompanied by various documents intended to prove or describe the manner in which he intends to conduct the training and CAMA makes formal assessment of the degree of completeness of the applicant's proposal.

The formal application must be submitted to CAMA at least 90 working days prior to the proposed commencement date of the training activities / operations. The Operations Manual of the training organization may be submitted later but not less than 60 working days before the date of intended training operations.

From past experience, 60 working days is the minimum in case any delay is encountered and it is highly desirable that a greater time be allowed. The application for the renewal of a Training Certificate must be submitted at least 30 days or otherwise agreed, before the end of the existing period of validity of the Training Certificate (further information can be found in this CAAP on re-application procedures).

CAMA must be given at least 10 working days prior notice of a proposed change of a nominated post holder of the training organization such as the Head of Training, Chief Flying Instructor, the Chief Ground Instructor and the Director / Head of Maintenance.

Submission of the formal application is associated with a meeting attended by the Accountable Manager, nominated post holders or key personnel from both the applicant and CAMA. The formal application must be signed by the corporate body or national sponsor.

An accompanying letter shall include the full name and address of the applicant and contact numbers for the applicant's agent or co-coordinator. The letter must contain particulars of the proposed operations / training including details of desired training areas to confirm the pre-application information.

During the meeting associated with the lodging of the formal application, CAMA will nominate the assigned Licensing Inspector who will be available to meet with the applicant's technical management and representatives to develop an action plan and to ensure the application proceeds in a timely manner. The formal application letter must be accompanied by:

- (a) Required documentation
- (b) Schedule of events, including personnel training
- (c) Manuals (See section 22.4 of this CAAP for list of manuals and for further information the earlier sections of this CAAP).

- (d) Compliance statement
- (e) Completed FORM LIC-01 (Management Qualifications)
- (f) Aircraft, facility and services information
- (g) Proof of adequate financial funds to support the proposed training organization's project (as outlined in this CAAP)
- (h) Organization's structure

## **22.2 Documentation**

- (a) ATO Application – Fully completed
- (b) Passport copy of owner (of corporate body) or national sponsor
- (c) No objection from CAMA
- (d) Trade license
- (e) Aircraft ownership details, sale and purchase agreements or leases signed by names mentioned in the Power of Attorney
- (f) Approval from Ministry of Interior-Security Clearance
- (g) Aircraft Insurance copies
- (h) Compliance statement
- (i) Completed Post holder Application forms (with required supporting paperwork)
- (j) Proposed organization structure
- (k) Proposed quality system structure
- (l) YCARs subscription
- (m) AIP subscription
- (n) Copy of applicable fee receipt
- (o) Application of ATO and Simulator approval as per CAAP 12 (including associated certificate of approval from CAMA and foreign authority if applicable)
- (p) Complete set of course notes and teaching material for each course to be taught with evidence of an updating system.

## **22.3 Schedule of Events**

The Schedule of Events is a list of items, activities, aircraft, and/or facility acquisitions, which

the applicant must accomplish or make ready, and the dates on which they will be ready for CAMA inspection.

The list shall include, but is not limited to, the following and the dates at which they will take place:

- (a) Crew members training
  - (i) Initial training
  - (ii) Conversion training
  - (iii) Basic indoctrination
- (b) Maintenance, ground handling and dispatcher personnel training
- (c) When all facilities will be ready for CAMA inspection
- (d) When ATO, flight simulator and aircraft will be ready for inspection
- (e) C of R & C of A requirements
- (f) Aviation Security Training
- (g) C A M A Inspector Training (if required and based on type of aircraft flown)
- (h) When proving flights will begin
- (i) When proposed training operations will begin

#### **22.4 Required Manuals**

The following are the manuals required for submission during the formal meeting:

- (a) Operations Manual- Parts A – D (as described in Section 16 of this CAAP)
- (b) General Maintenance or Exposition Manual (and any other Maintenance manuals as required by CAMA Airworthiness Department)
- (c) Aircraft Flight Manuals (AFM) and proposed training Standard Operating Procedures (SOP's)
- (d) Course Training Manuals (as described in this Section 17 of this CAAP and per the applicable YCAR's)
- (e) Minimum Equipment List (as appropriate to the type of aircraft being used by the operation).
- (f) Security Manual (this may be incorporated in Operations Manual Part A dependent upon

approval from CAMA).

- (g) Dispatch Manual (this may be incorporated in Operations Manual Part A dependent upon approval from CAMA).
- (h) Emergency Response Guide (this may be incorporated in Operations Manual Part A dependent upon approval from CAMA).
- (i) Safety Management System Manual

CAMA will approve only courses prepared and delivered in the English language. All course material including any documentation or records required shall be in English. Training Organizations shall ensure that students for whom English as a second language have a comprehensive understanding of spoken and written English before admitting them to a course.

### **22.5 Compliance Statement**

The Compliance Statement refers to the Operations Manual material referenced to the YCARs Part – II – (Personnel Licensing) & Part IV requirements as well the requirements of this CAAP and the applicable requirements of YCARs -OPS 1 or 3 applicable to the type of operation the applicant is proposing.

The applicant must provide a brief, narrative description or a reference to a specific section of the applicant's manual or other document, which describes how each applicable regulation will be complied with. This compliance statement must be signed by the Accountable Manager and or the Head of Training

### **23. APPLICATION PROCESS – DOCUMENT EVALUATION PHASE**

The document evaluation phase involves detailed study of the manuals and other documents, which accompanied the formal application, for content and compliance. This study of the procedures and content of these documents gives CAMA a preliminary assessment of the candidate's technical fitness and organizations are reminded to submit professional documents, which reflect their operation and aircraft.

The set of documents and manuals should be complete and the detailed evaluation of them must satisfy the CAMA's requirements before the inspection phase can begin. The inspection phase may reveal the need for some operational changes, which in turn make it necessary for the applicant to amend the documents originally submitted. In that case, it is conceivable that some form of document evaluation may continue until shortly before certification.

Nevertheless, the satisfactory evaluation of the documents as originally submitted is a prerequisite for the inspection phase to begin. CAMA will review the list of documents and manuals ensuring adequacy and compliance for the type of operation proposed by the operator. The documents and manuals should be presented for consideration not less than 60 working days prior to the commencement of the proposed operations to avoid delay. It is only at this stage, when CAMA has all required documents, that the proposed

organization will be advised as to the time the application process will take.

Operators are reminded that incomplete documentation will affect the application completion date.

During the document evaluation phase, the required post holders will be evaluated by CAMA in order to ensure that they meet the eligibility requirements to hold their requested posts.

#### **24. APPLICATION PROCESS – INSPECTION PHASE**

The inspection phase is the phase in which the physical facilities and equipment proposed for use by the applicant are assessed for acceptability.

The applicant is required to demonstrate his ability to comply with regulations and safe operating practices before actual training revenue operations can begin.

The demonstrations are to prove that the applicant has an adequate organization, method of control and supervision of flight operations, training programs as well as ground handling and maintenance arrangement that are consistent with the nature and extent of operations specified.

Staff members that require specific authorization (for example, Flight Examiners and Flight Instructors) will be assessed, and proving flights will be conducted. The applicant must satisfy CAMA that sufficient qualified personnel are employed and that such personnel are employed on a full time basis where appropriate.

Amongst other requirements, the applicant shall provide adequate facilities and equipment sufficient to permit the staff to carry out their duties related to the conduct of operations in compliance with regulations and manuals, and in safety.

During this phase, CAMA Licensing, Airworthiness, Safety, and Security Sections will conduct internal coordination meetings to ensure the application process develops in a timely manner.

The initial inspection will focus on:

(a) Management and Administration Structure, to include but not limited to:

(i) Status of the organization's management

(ii) Conformity with the applicable parts of the Company Operations Manual

(iii) Qualifications / experience of key personnel

(iv) Administrative infrastructure

(v) Adequacy of staff, facilities, equipment and finances

(vi) Office support

- (vii) Printing and / or distribution facilities
- (viii) Scheduling & Rostering
- (ix) Rights of access by CAMA Licensing Inspectors
- (x) Dispatch personnel and procedures
- (b) Training Facilities, to include but not limited to:
  - (i) Classrooms
  - (ii) Number / size of classrooms adequate for purpose
  - (iii) Student accommodation
  - (iv) Whiteboards/Blackboards and screens
  - (v) Lighting, heating cooling and ventilation
  - (vi) Training aids examinations
  - (vii) Security of storage
  - (viii) Examination rooms adequate for purpose
- (c) Aircraft Records, to include but not limited to:
  - (i) Maintenance records
  - (ii) Technical logs
  - (iii) Maintenance programs
  - (iv) Training aircraft - registration - documentation - maintenance and maintenance records - instrument and equipment fit.
- (d) Flight Crew Records, to include but not limited to:
  - (i) Flight Duty Time
  - (ii) License and Medical validity
  - (iii) Recency
  - (iv) PPC check
  - (v) Route & Aerodrome training (as applicable)
  - (vi) Training (to include those section described in part D of the Company Operations Manual)

(e) Manuals, checklists and other documentation, to include but not limited to:

(i) Operations Manual

(ii) Normal & Emergency/Abnormal Checklists

(iii) Flight Planning and dispatch documents

The requirement for proving flights depends on the size and complexity of the operation. The number of flights will be solely at the discretion of CAMA and ATO's are advised that proving flights may need to be extended to ensure operating competence is achieved in all areas.

These flights shall normally be without students and be a representative example of a lesson (selected by CAMA) that will be taught as part of the approved course offerings.

In addition to the proving flights, CAMA will observe ground, flight and synthetic flight instruction including pre flight briefing, actual flight and post flight debriefing. CAMA reserves the right to observe instruction being given both in the air and on the ground.

## **25. APPLICATION PROCESS – CERTIFICATION PHASE**

The certification phase follows the satisfactory completion of all the previous phases. It begins when CAMA takes the necessary administrative action to actually issue a Training Certificate with associated Training Specifications.

At some stage during the inspection phase it will usually become apparent that the applicant is likely to qualify for certification issue, and at that point, parts of the certification phase can commence.

If the inspection phase is unsatisfactory, no further action will be taken until the deficiencies are rectified. The certification requirements of this phase are also checked during the renewal of a Training Certificate and its associated Training Specifications. Before the issuance of the Training Certificate, CAMA Inspectors will complete the necessary Licensing Forms as a result of the work conducted during the previous phase. CAMA applicable Licensing Forms are required to be completed fully and all associated items are to be assessed and satisfied by CAMA prior to any form of approval being given.

An approval once issued is not transferable. An application must be made for a new approval to be issued if there is going to be a change in circumstances, for example, where an ATO changes its name or ownership or enters into an arrangement to move an approval to another ATO.

The CAMA Licensing Department shall be notified at the earliest possible opportunity if such a change is going to take place, in order that advice can be given on what needs to be done to facilitate the issue of a new approval as expeditiously as possible.

CAMA will monitor an approved ATO to determine the proportion of graduates who obtain a first time pass in their theoretical knowledge examinations and their CPL and IR Skill

Tests. Where the rate falls below 50%, this will be deemed to be unsatisfactory; and ATOs will be required to instigate remedial action.

This action shall be detailed in the Training Manual under the heading Training Effectiveness and approved by CAMA. This does not however preclude CAMA from taking immediate action if they deem the standards of training to have fallen to such a point as to be detrimental to the cadets or contravene safety. It will be a condition of the approval that CAMA may re-inspect the organization at any time during the period of approval.

Continuation of an approval is not automatic but depends upon the outcome of inspections. Reports will be provided to the ATO following inspection visits by CAMA staff. It will be a condition of the approval that should the Head of Training, the Chief Flying Instructor, the Chief Ground Instructor or if appointed the Chief Synthetic Flight Instructor leave their position the approval will automatically lapse.

CAMA must be informed of the departure or intended departure of these members of staff. However, if a named deputy has been in post and has been active for at least 90 days before the departure of the relevant post holder, permission may be given for the approval to continue pending the appointment of replacement. It will be a condition of the approval that CAMA may sample ground and/or flight/synthetic flight training at any time during the period of the approval.

Sampling will include observation of the briefing and debriefing and training records must be made available. Sampling of flight instructors and synthetic flight instructors may be conducted by CAMA Inspectors or appropriately approved Flight Examiners.

## **26. RE-APPROVAL PROCESS**

Applications for re-approval must be submitted well before the expiry of the existing approval. This is to allow adequate time for CAMA to complete the pre-inspection work, including a review of the ATO funding, make arrangements for and conduct the inspection and complete the post-inspection tasks. CAMA cannot guarantee to reach a decision in relation to an application for re-approval by the date the validity of the existing approval expires, unless CAMA receives the application at least 60 working days prior to the expiry of the existing approval.

If no application for re-approval is received, the ATO will be notified of the impending expiry of the approval to ascertain its intentions. Should no response be received, the approval will lapse and no further training will be permitted until such time as all of the requirements for an initial approval have been met.

An inspection will follow receipt of the application and the prescribed charge and will focus on the organization's maintenance of the necessary training standards and its compliance with the provisions of YCARs Part II, IV and this CAAP.

As well as the items reviewed in an inspection for initial approval, the inspection team will concentrate on the day to day conduct of training, the safety of flight operations and the quality of theoretical knowledge instruction given, as applicable to the courses offered. They will pay particular attention to:

- (a) Action taken on any non-conformances raised at the last inspection
- (b) The operation of the organization's quality system
- (c) Any changes to the training management team and the current numbers of training staff
- (d) The training task since the last inspection and forecasts for the next approval period
- (e) Changes to the location of training facilities
- (f) Course structure and training aids
- (g) Training records which must be comprehensive and show that the approved course is being fully covered.
- (h) Briefings, airborne and synthetic flight instructional exercises and classroom lectures which the Inspection Team may wish to observe
- (i) Flight records, which must by content and accuracy promote safety by ensuring timely availability of essential information to pilots and maintenance engineers
- (j) Evidence of the correct use of Meteorological, ATC and AIS information and facilities
- (k) Examination results and analysis
- (l) Future plans

An organization may not commence, conduct or continue training courses requiring approval unless it has the relevant approval documentation in its possession, except with the express consent in writing of the D.G. Of Personnel Licensing & Examination.

A Training Certificate remains valid for a period of one year, or as stated on the certificate and will only be renewed provided there is a demonstrated compliance with the applicable CAMA regulations and the provisions of this CAAP.

## **27. REVOCATION, SUSPENSION OR VARIATION OF APPROVAL**

CAMA may at any time in accordance with its procedures take action to limit, suspend or revoke, authorizations and approvals, if it is established that an applicant has not met or no longer meets, the requirements of the applicable YCAR's and or the provisions set forth in this CAAP.

In accordance with CAMA Law, an approval issued by CAMA may be revoked, suspended or varied if the requirements cease to be met in part or in whole, or if the standards on which approval was granted are not maintained. Should there be a failure to meet the requirements or standards, the organization will be formally notified of the non-conformances and, if necessary, a restricted approval document issued to permit the remedial action to be taken within a specified time. Should the organization fail to meet the standards in the specified time, revocation, suspension or variation of the approval will be considered.

## **28. ADDITIONAL REQUIREMENTS FOR ATO'S OUTSIDE THE YEMEN**

ATO's whose principal place of business and registered offices are located outside the Yemen wishing to train for CAMA licenses and associated ratings shall apply for approval of such courses to CAMA as described in this CAAP as if they were located in the Yemen. Approval will be subject to the following:

- (a) The ATO shall meet the requirements of the applicable provisions of the Yemen Civil Aviation regulations and the provision outlined in this CAAP.
- (b) CAMA considers it possible to discharge its regulatory responsibilities for the approval process and an adequate level of supervision as required by CAMA.
- (c) CAMA can ensure adequate jurisdiction over the ATO during the approval process and the conduct of subsequent training courses.
- (d) Subject to satisfactory inspection, the approval of the ATO will be granted for a period of one year, revalidation of the approval may be granted for further periods of one year.
- (e) CAMA must be able to ensure 'adequate jurisdiction' over the ATO in another country and this shall mean that CAMA shall be able to:
  - (i) Conduct initial and routine inspections of the ATO located in foreign country to ensure compliance with the requirements of CAMA regulations.
  - (ii) Conduct flight tests and other standardization checks as deemed necessary by CAMA.
  - (iii) Discharge its legal responsibilities for the grant, variation, suspension or revocation of approvals.
- (f) Provided that the requirements set out in this CAAP are met, approval may be granted if CAMA considers adequate supervision in accordance with the Yemen regulations and associated procedures is possible.
- (g) The skill test for the Commercial License and Instrument Rating shall be conducted in the Republic of Yemen. ATO's shall make arrangements for the approved course to include acclimatization flying within Yemen prior to any student taking the skill tests with an examiner authorized by CAMA.