



Operations Manual Part D

Version 37.1 of 01-Aug-2026

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LIST OF EFFECTIVE PAGES

ON BEHALF OF JETNETHERLANDS BV & ASL BV	
The Operator's Nominated Persons hereunder certify that this list of effective pages and the contents of this volume of the Operations Manual satisfy the requirements of the Commission Regulation (EU) No 965/2012 of 5 October 2012 (and latest applicable amendments) laying down the technical requirements and administrative procedures related to air operations pursuant to Regulation (EU) 2018/1139 of the European Parliament and of the Council.	
(sign with date and signature) Albert Bretveld Digitally signed by Albert Bretveld Date: 2026.08.19 18:43:49 +02'00' **A. Bretveld** Training Manager	*(sign with date and signature)* **J. Hofland** Compliance Monitoring Manager

JETNETHERLANDS BV & ASL BV ACCEPTANCE
As Accountable Manager of JetNetherlands BV and ASL BV, I certify that this Manual complies with the requirements as defined in Commission Regulation (EU) No 965/2012 (and latest applicable amendments) and with the terms and conditions of the Company's Air Operator's Certificate (AOC).
(sign with date and signature) **R. de Ligt** Accountable Manager
Note 1: Note that the Dutch CAA does not physically signs the Operations Manual when approved but provides the Accountable Manager with a statement approving the manual and hence allowing the Accountable Manager to use and distribute the applicable version of the manual. *Note 2: Refer to section I.2.2.2 of the OM part A for the different acceptance and approval items and procedures.* *Note 3: The Operations Manual is divided in Part A, Part B, Part C and Part D all published as a separate volume as defined in section I.1.3 of the OM Part A.*

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37.1	01-Aug-26	25-Aug-26	25-Aug-26	DOC

LIST OF CHANGES

Page	Comment
1-1	(NON PRIOR APPROVAL): Added reference
1-3	(NON PRIOR APPROVAL): Deleted chapter 1.2.2 Training Review Committee
1-7	(NON PRIOR APPROVAL): Updated the administration requirements of training and/or checking personnel
1-8	(NON PRIOR APPROVAL): Updated RVSM and NAT HLA requirements for Line Training Captains
1-9	(NON PRIOR APPROVAL): Updated LTC initial training requirements
1-10	(NON PRIOR APPROVAL): Updated LTC recurrent training requirements
1-11	(NON PRIOR APPROVAL): Updated administration for LTC
1-13	(NON PRIOR APPROVAL): Updated Ground Instructor recurrent requirements
1-14	(NON PRIOR APPROVAL): Updated Administration for Ground Instructor
1-22	(NON PRIOR APPROVAL): Updated Administration for CRM Trainer
1-24	(NON PRIOR APPROVAL): Updated Emergency and Safety Equipment (E&SE) Instructors recurrent training requirements
1-25	(NON PRIOR APPROVAL): Updated Administration for Emergency and Safety Equipment (E&SE) Instructors
1-28	(NON PRIOR APPROVAL): Updated Flight Operations Dispatch Instructor recurrent training requirements
1-28	(NON PRIOR APPROVAL): Updated Administration for Flight Operations Dispatch Instructor
1-30	(NON PRIOR APPROVAL): Updated Ground Operations Instructor recurrent training requirements
1-30	(NON PRIOR APPROVAL): Updated Administration for Ground Operations Instructor
1-31	(NON PRIOR APPROVAL): Updated requirements for Ground Instructor Supervisor
1-39	(NON PRIOR APPROVAL): Updated general training validity
1-43	(NON PRIOR APPROVAL): Clarified the procedure for updating Annex 1.
2-2	(NON PRIOR APPROVAL): Updated naming of Familiarization and/or equipment and procedure training
2-6	(NON PRIOR APPROVAL): Merged chapter Familiarisation training and chapter Equipment and procedure training into one chapter.
2-7	(NON PRIOR APROVAL): Added reference to the Familiarisation Training Equipment and procedure Training documentation
2-15	(NON PRIOR APPROVAL): Removed the requirement for a TRI(E) for EHSQ line training
2-15	(NON PRIOR APPROVAL): Updated renewal requirements for EHSQ
2-18	(NON PRIOR APPROVAL): Updated the command conversion company selection process
2-46	(NON PRIOR APPROVAL): Added reference to Annex 13 clarifying the on-the-job training for Flight Dispatchers
2-69	(NON PRIOR APPROVAL): Updated specific training during line training
2-70	(NON PRIOR APPROVAL): Moved text from section Administration to section General
2-78	(NON PRIOR APPROVAL): Moved text from section Administration to section General
2-80	(NON PRIOR APPROVAL): Added DG competency assessment during line check.
2-91	(NON PRIOR APPROVAL): Updated documentation of practical RVSM training
2-95	(NON PRIOR APPROVAL): Updated NAT HLA MNPS minimum requirements + added reference
2-112	(NON PRIOR APPROVAL): Added DG competency assessment to the line check
A-1	(NON PRIOR APPROVAL): Added new Annex 13

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A		**ANNEX**	A-1

ADMINISTRATION AND CONTROL

► Refer to the Operations Manual Part A Section I – Administration and control

The Operations Manual (OM) shall contain operational instructions, which are to be complied with by all Company Personnel involved with the ground and/or the flight operations of the Company. All concerned Company Personnel shall be familiarized and remain familiar with its content and shall carry out their duties as described in the OM. If not, they may become subject to actions.

NOTE

The Company embraces the just culture policy as described in the Safety Management Manual. The just culture policy does however not apply to the following conditions:

1. *Gross negligence on the part of the individuals involved;*
2. *Criminal intent on the part of the individuals involved;*
3. *Intentional acts by the individual in the performance of their duties that contravene company policies and procedures or the accepted policies and procedures as set forth by governmental regulation;*
4. *The wrongful or unlawful consumption of medications, alcohol or controlled substances by the individual making the error;*
5. *An individual who knowingly fails to report an operational error, obvious hazard or a mandatory reporting item.*

Refer to the OM Part A for a more detailed description of the applicable rules and regulations, language and terminology, description of the contents of the OM, distribution system, description of the annotation of pages, definitions, abbreviations, system of revisions and Company Personnel feedback procedures.

Nothing contained in the OM shall however prevent Company Personnel from exercising their own best judgement during any situation for which the OM makes no provisions or in case of an emergency.

In the interest of safety, a Commander (PIC) may deviate from the operational procedures and rules, if the situation he is in is an emergency situation that requires prompt decisions and actions. In the case of any deviation from the operational procedures and/or rules, the Commander (PIC) shall submit an occurrence report (OR).

GENERAL

1.1 Company training policy

1.1.1 General

► *Refer to the Operations Manual Part A Section 3.2 – Safety policy*

Training supports the conduct of safe and efficient flight operations through integrity, compassion, honesty (by having consistent assessment and evaluation standards) and by providing training of the highest quality.

Training values shall reflect those of the Company, giving guidance to Company personnel maximizing the relationship with our customers and colleagues.

Focusing on quality and integrity in training design, delivery and assessment supports the Company's commitment to safety. Training and Checking Personnel shall seek every opportunity to improve the services provided. The Company encourages and actively supports constructive challenge and debate within a training environment in order to improve safety and efficiency outcomes. Proven risk management principles shall be used to tailor the training product in order to address the Company's unique and challenging operational environment.

1.1.2 Standards of proficiency

► Refer to the Operations Manual Part D Section **3.2 - The grading scale**

Before a Trainee shall be released for flight operations at the end of a conversion course or refresher training and/or checking, the Trainee shall have demonstrated that he is familiar with all respective procedures including the technical aspects of the operation and safety procedures.

1.1.3 Briefings and debriefings

Briefings shall be balanced. Sufficient information shall be provided to the Trainee to know exactly what is expected during the exercise and the purpose of the training and/or checking. Care shall be taken to avoid overloading Trainees with a mass of minor details during briefings.

Debriefings shall summarize the overall standard achieved and contain comment on the good points and objective analysis of any weak areas exposed. Areas for improvement shall always be discussed and guidance offered where possible. It is essential that the Trainee fully understands any mistakes and/or errors that may have been made.

Whatever the result of the training and/or checking exercise, there should always be an opportunity of ending a debriefing with some words of encouragement by the Training and/or Checking Personnel.

1.2 Organisation and responsibilities

1.2.1 General

► *Refer to the Operations Manual Part A Section 1 – Organisation and responsibilities*

► *Refer to the Operations Manual Part D Section **1.8 - Contracted activity for training and/or checking***

Training and/or Checking Personnel shall have the responsibility to develop the potentials and skills of Company Personnel. Hence, they are expected to uphold standards and provide a positive role model to all other personnel. Training and/or Checking Personnel are in the best position to monitor the quality of training and its applicability to Company operations.

Training and/or Checking Personnel shall have a personal responsibility to ensure that:

1. They perform at their best to qualify Trainees to the highest level of proficiency,
2. They shall be and keep aware of the objectives and standards required,
3. Each item of training has an objective which shall be understood,
4. The records they are required to submit are both accurate and complete.

Training and/or Checking Personnel shall:

1. Ensure to the Training Manager that all training is carried out in a safe and proficient manner according to the current regulations,
2. Assist the Training Manager in all areas of training and/or checking if required,
3. Assist the Training Manager in updating training syllabi if required.

Training and/or Checking Personnel shall only perform flight training and/or checking in an aircraft when they hold the appropriate pilot license issued or accepted in accordance with Annex I (Part FCL) to Regulation (EU) No 1178/2011 and Instructor and/or Examiner certificate appropriate to the training and/or checking given also in accordance with this regulation.

The Training Manager may decide to accept training and/or checking personnel from the ASL Group without any additional training and/or requirements. When qualified training and/or checking personnel from within the ASL group is needed with JNL/ASL BV the Training Manager may propose to waive the instructor/ examiner for specific company requirements. Legal requirements must always be met and final decision is taken by the performance review board.

When establishing the training programs and syllabi, the Company shall include the mandatory and non-mandatory elements for the relevant type as defined in the operational suitability data established in accordance with Regulation (EC) No 748/2012.

In the case of CAT operations, training and checking programmes, including syllabi and the use of the means to deliver the programme such as individual flight simulation training devices (FSTDs) and other training solutions, shall be approved by the competent authority.

Some training and checking is considered to be valid within the ASL Group (ASL NV, ASL BV and JNL BV). The reason why this is accepted, is because the training and checking elements for ASL NV, ASL BV and JNL are identical. So when the training was completed for one organisation and is still valid, this training is also considered valid for the other organisations within the ASL Group.
For details refer to chapter 2 of this manual

1.2.2 Performance Review Board

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

The Performance Review Board (PRB) shall meet as required to review Company Personnel performance issues requiring resolution. From a training perspective, these issues shall include, but are not limited to:

1. The failure of a skills test, line check, other training syllabus check event or unacceptable progress in training that may result in either a downgrade or termination of employment,
2. To review the status of, propose new and/or remove existing Company Training and/or Checking Personnel,
3. To review the status of, propose new and/or remove existing Company Training and/or Checking Personnel Supervisors,
4. To review the status of, propose new and/or remove existing subcontracted training and/or checking organisations.

The Performance Review Board shall exist out of the Accountable Manager, Flight Operations Manager and Training Manager or their respective deputies and shall be organised on proposal of the Training Manager. The Training Manager may invite, at his discretion and ad hoc, any relevant Company Training and/or Checking Personnel.

NOTE

The status of existing Company Training and/or Checking Personnel, Company Training and/or Checking Personnel Supervisors and subcontracted training and/or checking organisations shall be reviewed by the Performance Review Board every 36 months.

1.2.3 Training and/or Checking Personnel Seminar

The Training Manager shall organise, when deemed necessary, a Training and/or Checking Personnel Seminar (TCS) inviting Company Training and/or Checking Personnel to discuss subject such as but not limited to:

1. Standardisation of Training and/or Checking Personnel,
2. Required improvements to the training and/or checking system program,
3. Company changes affecting the training and/or checking program (e.g. implementing RNP approach procedures),
4. Occurrences related to training and/or checking or requiring changes to the training and/or checking program.
5. Standard Operating Procedures (SOP's);
6. Human factors, safety cultures and recent operational safety trends.

The Training Review Committee and/or Performance Review Board shall provide the Training Manager with inputs required to be added to the agenda of a Training and/or Checking Personnel Seminar.

1.2.4 Company organisation

The following personnel shall represent the Company Training Department being under the supervision of the Training Manager as described in the Company organisation chart.

1.2.4.1 Training Manager

► *Refer to the Operations Manual Part A Section 1.2.3.4 – Training Manager*

The Training Manager shall be responsible for all aspects of the training and checking of Company Flight Crew Members and personnel other than crew as included in the OM part D. He shall be responsible for ensuring that the necessary structures, resources and equipment are in place within the organisation to fully support the Company's training and checking requirements.

1.2.4.2 Aircraft and/or Synthetic Flight Instructor and/or Examiner

1.2.4.2.1 General

► ***Refer to the Operations Manual Part D* 2.6.32 - External Instructor and/or Examiner**

► ***Refer to the Operations Manual Part D Annex 8 – External briefing completion form***

Any Company Aircraft and/or Synthetic Flight Instructor and/or Examiner shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

NOTE

There is no requirement for an Aircraft and/or Synthetic Flight Instructor and/or Examiner to have a Company commercial air transport (CAT) operations status to be able to conduct the applicable flight and/or synthetic training and/or checking. An Aircraft and/or Synthetic Flight Instructor and/or Examiner not having a Company commercial air transport (CAT) operations status, shall be referred to as an external Aircraft and/or Synthetic Flight Instructor and/or Examiner.

An Aircraft and/or Synthetic Flight Instructor and/or Examiner not having a Company commercial air transport (CAT) operations status, shall receive, within the preceding 3 months of the planned training and/or checking, an initial external Instructor and/or Examiner briefing. This briefing shall include the Company Safety Management System, Compliance Monitoring System, proficiency assessment markers (PAM) system and Company standard operating (SOP) procedures.

The external briefing completion form shall be completed and signed before the actual training and/or checking shall take place.

NOTE

An Aircraft and/or Synthetic Flight Instructor and/or Examiner with a Company commercial air transport (CAT) operations status on one type (class) of Company aircraft but not on another Company type (class) shall be authorised to conduct training and/or checking on, shall be considered as having a commercial status on all Company aircraft types (classes) he is authorised to conduct training and/or checking on for the purpose of this training and/or checking.

1.2.4.2.2 Requirements

In the case of flight and flight simulation training, checking and assessment, the personnel that provide the training and conduct the checking or assessment shall be qualified in accordance with Annex I (Part- FCL) to Regulation (EU) No 1178/2011.

1.2.4.2.3 Initial Company training and checking

Company Aircraft and/or Synthetic Flight Instructors and/or Examiners shall prove adequate instructional skills and familiarity with concepts of CRM by conducting a practical training and/or checking event under supervision of a Flight Instructor Supervisor (FIS).

NOTE

If an observer seat is installed, the supervising Flight Instructor Supervisor (FIS) shall be seated on this observer seat.

NOTE

The same procedure shall be applicable for extending the privileges to another type or class of aircraft operated by the Company.

1.2.4.2.4 Recurrent Company training and checking

Company Aircraft and/or Synthetic Flight Instructors and/or Examiners as described in Regulation (EU) No 1178/2011 shall meet all common and specific requirements as set out in the Regulation.

A Company authorisation shall be valid for 36 months.

For a revalidation of the Company authorisation, the Company Aircraft and/or Synthetic Flight Instructor and/or Examiner shall conduct as Instructor and/or Examiner, a practical training and/or checking event under supervision of a Flight Instrcutor Supervisor (FIS) in the last 12 months of the validity period.

Following the expiry of a company authorization, a Flight Instructor Supervisor (FIS) shall assess the first subsequent training and/or checking event in order to renew the authorization of a Company Aircraft and/or Synthetic Flight Instructor and/or Examiner. In addition, any internal instructor or examiner involved must have attended the **Training and/or Checking Personnel Seminar** covering the latest SOPs within the preceding 18 months prior to the training or checking event.

NOTE

Supervision on one type may revalidate the Company authorisation on the other types if the supervision is alternated between the different types.

If the Aircraft and/or Synthetic Flight Instructor and/or Examiner is also authorised as Line Training Captain (LTC), both Company authorisations may be revalidated.

Supervision for the extension (add-on) of a similar Company authorisation (e.g. becoming an Instructor on a second type may also count as supervision for the revalidation of other authorisations as Aircraft and/or Synthetic Flight Instructor and/or Examiner or Line Training Captain if performed within the last 12 months of the validity period.

1.2.4.2.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new Aircraft and/or Synthetic Flight Instructor and/or Examiner shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

NOTE

No training and/or checking event required for external Aircraft and/or Synthetic Flight Instructors and/or Examiners.

Aircraft and/or Synthetic Instructors and/or Examiners are not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the Instructor/Examiner and their applicable aircraft type to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued clearly depicting all authorisations and expiry dates per authorisation.

NOTE

Type (class) operated by the Company using the license endorsement depiction as reference.

1.2.4.3 Line Training Captain

1.2.4.3.1 General

A Line Training Captain (LTC) shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

A Line Training Captain shall:

1. Ensure the acquisition of the knowledge of the Flight Crew Member upgrading to Commander or undergoing conversion training during line flying under supervision (LIFUS) according the approved training program,
2. Perform line checks when so instructed by the Training Manager,
3. Familiarise Flight Crew Members with the relevant ground and flight procedures and documentation.

1.2.4.3.2 Requirements

A Line Training Captain shall:

1. Be type rated in the type where he or she provides the training, checking or assessment.
2. Obtain a qualification to operate in either seat on the type,

To conduct line training, a Line Training Captain shall either be qualified as an instructor under Regulation (EU) No 1178/2011 or receive training which shall cover at least:

1. Techniques of briefing and debriefing.
2. CRM concepts and CRM assessment.

To conduct line checks, a Line Training Captain shall either be qualified as an examiner under Regulation (EU) No 1178/2011 or receive training which shall cover at least:

1. How to perform a check.
2. Flight techniques applicable to checks performed in flight.
3. The assessment of CRM skills.

1.2.4.3.3 Initial Company training and checking

Every Captain being proposed for their first authorisation as Line Training Captain (LTC) shall pass the LTC Board, which may be organized by the Training Manager if deemed necessary, covering at least specific company-related aspects and Standard Operating Procedures (SOPs).
After passing the LTC Board, each candidate shall attend the Training and/or Checking Personnel Seminar. Finally, every LTC shall complete a number of flight sectors, performing duties as LTC, under the supervision of a Flight Instructor Supervisor (FIS). These sectors shall include 1 sector as Pilot Flying (PF) and 1 sector as Pilot Monitoring (PM).

Minimum flight sectors under supervision	
Captain being proposed for his first authorisation as Line Training Captain	4
LTC extending his qualification to another type	2
LTC joining the Company already being a LTC with another Operator authorized to perform CAT operations	2
LTC joining from the AOC Group	0

NOTE

Less restrictive Operator requirements may be applied, only after acceptance by the Performance Review Board. (E.g. when the Company introduces a new aeroplane type or class.)

NOTE

An LTC board can consist of one or more of the following: the Training Manager, Flight Operations Manager, Accountable Manager, Safety Manager, a qualified LTC, or their respective deputies. The minimum number of board members is two. The board will consist of an in-house case study in which the candidate will be required to prepare and present their flight.

NOTE

If an observer seat is installed, the Flight Instructor Supervisor (FIS) shall be seated on this seat. If no observer seat is installed, the Flight Instructor Supervisor shall be seated on the first available cabin seat closest to the cockpit.

NOTE

The sectors flown may be conducted from either the left hand seat or the right hand seat. There are no special requirements for the Flight Crew Member occupying the other seat.

NOTE

The AOC group consists of ASL NV AOC B-3013, JNL BV NL-AOC-38 and ASL BV NL-AOC-82

1.2.4.3.4 Recurrent Company training and checking

The Line Training Captain authorisation shall be revalidated by performing the either seat recurrent training and checking as specified in this manual.

A Company authorisation shall be valid for 36 months.

For a revalidation of the Company authorisation, the Line Training Captain shall conduct as Line Training Captain, a practical training and/or checking event under supervision of a Flight Instrcutor Supervisor (FIS) in the last 12 months of the validity period.

In addition, any Company Line Training Captain (LTC) involved shall attend the **Training and/or Checking personnel seminar** covering the latest SOPs at least once during each consecutive 18-month period.

Following the expiry of a company authorization, a Flight Instructor Supervisor (FIS) shall assess the first subsequent training and/or checking event in order to renew the authorization of a Company Line Training Captain (LTC).

NOTE

Supervision on one type may revalidate the Company authorisation on another type if the supervision is alternated between the different types.

If the Line Training Captain (LTC) is also authorised as an Aircraft and/or Synthetic Flight Instructor and/or Examiner, both Company authorisations may be revalidated.

Supervision for the extension (add-on) of a similar Company authorisation (e.g. becoming a Line Training Captain on a second type) may also count as supervision for the revalidation of other authorisations as Synthetic Flight Instructor and/or Examiner or Line Training Captain if performed within the last 12 months of the validity period.

Supervision of a ground training and/or checking event shall not count towards (i.e. crediting) any required practical training and/or checking event.

There are no special requirements for the Flight Crew Member occupying the other seat.

An observer cannot be an active participant or Trainee of the training and/or checking event.

1.2.4.3.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new Line Training Captain shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The LTC is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the LTC and their applicable aircraft type to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company authorisation shall be issued clearly depicting all authorisations and expiry dates per authorisation. Every next 36-month validity period shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.4 Ground Instructor

1.2.4.4.1 General

A Ground Instructor shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

NOTE

Ground Instructors of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) may be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not available within the Company. They shall be referred to as an external Ground Instructor and are mostly used for courses that are new to the Company or are very specialised.

Available in this context means that the Company does not have such a qualified person amongst his Personnel.

NOTE

Ground Instructors as detailed in this section shall not include CRM Trainers, E&SE Instructors, First Aid Instructors, Fire Fighting Instructors, Wet Drill Instructors, DG Instructors or HF Instructors who are described below.

This section shall only be applicable to Ground Instructors used within the Company. This section does not include or is not applicable to the same type of personnel used by Approved Training Organisations (ATO) to which certain training and/or checking is subcontracted.

This section shall also not be applicable to Instructors (Company personnel or third parties) engaged to instruct courses, which are not part of the standard operator conversion program or recurrent training and/or checking program as detailed in this manual (e.g. instruction on new features in a Company software program).

1.2.4.4.2 Requirements

A Ground Instructor shall:

1. Maintain correct ground course syllabi and documentation,
2. Complete all necessary files and reports as required by the Training Manager,
3. Prepare and set up all required tutorial material,
4. Distribute the relevant parts of tutorial material to the Trainees,
5. Perform the checking part of the course when required.

1.2.4.4.3 Initial Company training and checking

A Ground Instructor (GI) shall have relevant experience and have adequate instructional skills. A Company Ground Instructor shall prove his competence by giving a lecture under supervision of a Ground Instructor Supervisor (GIS).

NOTE

The same procedure shall be applicable for extending the authorisation towards another course.

1.2.4.4.4 Recurrent Company training and checking

A Company authorisation shall be valid for 36 months. **For a revalidation** of the Company authorisation, the Company Ground Instructor shall:

1. Conduct at least one training and/or checking event in any 36-month period relevant to the specific Company authorisation,
2. Be assessed within the last 12 months of the validity period to prove his competence by conducting a training and/or checking event, relevant to the specific Company authorisation, under supervision of a Ground Instructor Supervisor (GIS) who will present his observations to the Training Manager for evaluation.

NOTE

Supervision of one course may revalidate the Company authorisation for another course if the supervision is alternated between the courses. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event.

If the Ground Instructor is also authorised as CRM Trainer, E&SE Instructor, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor and/or HF Instructor, all those Company authorisations may in that case be revalidated.

Supervision for the extension (add-on) of a Company ground training and/or checking authorization may also count as supervision for the revalidation of other authorisations as Ground Instructor, CRM Trainer, E&SE Instructor, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor and/or HF Instructor if performed within the last 12 months of the validity period.

To renew a Company authorisation as Company Ground Instructor, a new theoretical training and/or checking event under supervision shall be organised as detailed above. (To be completed after all other renewing requirements are met or completed.)

In addition, if the Company authorisation is expired for more than 12 months, the Company Ground Instructor shall complete a relevant (as defined by the Training Manager) theoretical training and/or checking event as observer. (Where the Ground Instructor shall not be an active participant or Trainee of the training and/or checking event.)

1.2.4.4.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new Ground Instructor shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The Ground Instructor is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the Ground Instructor to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued for a 36-month validity period and shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.5 Crew Resource Management Trainer

1.2.4.5.1 General

A Crew Resource Management (CRM) Trainer shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

A CRM Trainer shall:

1. Maintain correct CRM course syllabi and documentation,
2. Complete all necessary files and reports as required by the Training Manager,
3. Prepare and set up all required tutorial material,
4. Distribute the relevant parts of tutorial material to the Trainees.

NOTE

CRM Trainers of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) may be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not available within the Company. They shall be referred to as an external CRM Trainers and are mostly used for courses that are new to the Company or are very specialised (e.g. CRM assessment training) for which the Company has no own specialised Company personnel. Available in this context means that the Company does not have such a qualified person amongst his Personnel.

NOTE

The following different authorisations shall be applicable with regards to CRM training:

1. *CRM initial training and CRM conversion training,*
2. *CRM recurrent training,*
3. *CRM command training,*
4. *CRM assessment training.*

1.2.4.5.2 Flight Crew CRM Trainer

1.2.4.5.2.1 Applicability

The provisions described herein:

(1) shall be fulfilled by flight crew CRM trainers responsible for classroom CRM training; and

(2) are not applicable to:

(i) instructors, holding a certificate in accordance with Commission Regulation (EU) No 1178/2011, when conducting CRM training in the operational environment; and

(ii) trainers or instructors conducting training other than CRM training, but integrating CRM elements into his training.

1.2.4.5.2.2 Qualification of Flight Crew CRM Trainer

A Flight Crew CRM trainer shall:

1. have adequate knowledge of human performance and limitations (HPL), whilst having obtained a commercial pilot licence in accordance with Commission Regulation (EU) No 1178/2011; or having followed a theoretical HPL course covering the whole syllabus of the HPL examination;
2. have completed flight crew initial operator's CRM training;
3. have received training in group facilitation skills, except for instructors holding a certificate in accordance with Commission Regulation (EU) No 1178/2011.

In order to qualify as flight crew CRM trainer, a person meeting the prerequisites above shall:

1. have adequate knowledge of the relevant flight operations (CAT, NCC),
2. receive the intial training; and
3. be assessed by the Company as described below.

In order to act as flight crew CRM trainer in the Company, a qualified and current flight crew CRM trainer shall meet one of the following conditions:

1. have adequate knowledge of the relevant flight operations (CAT, NCC), or
2. be part of a team of trainers

1.2.4.5.2.3 Recency and renewal of qualification as Flight Crew CRM trainer

A Company authorisation shall be valid for 3 years. For recency of the qualification as flight crew CRM trainer, the flight crew CRM trainer shall:

1. complete CRM trainer refresher training within the last 12 months of the 3-year validity period; and
2. meet one or both of the following conditions:
    A. conduct at least 3 CRM training events within the 3-year validity period;
    B. be assessed within the last 12 months of the 3-year validity period;

For renewal of the qualification as flight crew CRM trainer, the flight crew CRM trainer shall:

1. complete CRM trainer refresher training;
2. receive refresher training on knowledge of the relevant flight operations, as necessary;
3. be assessed by the Company as described below.

NOTE

*Supervision and assessment of one CRM training (as specified in **1.2.5.5.1 - General**) may revalidate the Company authorisation for another CRM training qualification. Supervision and assessment of a CRM training shall also revalidate the Company authorisation of any other training qualification if performed within the last 12 months of the validity period.*

1.2.4.5.2.4 Initial training of a Flight Crew CRM Trainer

The initial training of the flight crew CRM trainers is conducted by flight crew CRM trainers with a minimum of 3 years of experience.

Training of flight crew CRM trainers shall be both theoretical and practical. Practical elements shall include the development of specific trainer skills, particularly the integration of CRM into line operations.

The initial training of flight crew CRM trainers shall include the following:

i. introduction to CRM training and competencies for CRM trainers:
   (A) ability to interact with and manage a group;
   (B) ability to pre-plan an objective and timely training session;
   (C) ability to deliver a good balance of 'telling', 'selling' and 'facilitating';
   (D) ability to connect realistically poor and good CRM to the operations;
   (E) ability to assess the performance, the progress and needs of trainees in a meaningful way;
ii. operator's management system; and
iii. characteristics of the flight crew CRM training as defined in the table 18 of **2.6.8.2.8 - Implementation of CRM training elements**
   (A) the different types of CRM trainings (initial, recurrent, etc.);
   (B) combined training; and
   (C) training related to the type of aircraft or operation.

Instructors holding a certificate in accordance with Commission Regulation (EU) No 1178/2011 may be credited towards (i) and (ii) if they have completed the refresher training as described below.

1.2.4.5.2.5 Refresher Training

The refresher training is conducted by flight crew CRM trainers with a minimum of 3 years of experience, and includes new methodologies, procedures and lessons learned, as well as additional topics such as the following:

i. Group facilitation skills including team dynamics, moderation skills and use of questions
ii. Course preparation, defining objectives and selecting methods to best convey knowledge (e.g. lecture, group work, case analysis, gamification, scenario-based training, individual research)
iii. Safety culture and management systems
iv. An example of an analysis of CRM factors in an accident or serious incident.
v. New developments or research in human factors and CRM
vi. TEM principles and their practical implementation in normal operations

Instructors holding a certificate in accordance with Commission Regulation (EU) No 1178/2011, who are also CRM trainers, may combine the CRM trainer refresher training with instructor refresher training if the instructor refresher training meets all of the conditions above.

Instructors for other-than complex motor-powered aeroplanes are qualified as flight crew CRM trainers for this aircraft category with no additional initial or refresher training, when holding a certificate in accordance with Commission Regulation (EU) No 1178/2011, and when having

- adequate knowledge of the relevant flight operations
- received intitial training
- been assessed by the Company

or fulfilling the provisions of **1.2.5.5.2.3 - Recency and renewal of qualification as Flight Crew CRM trainer**

1.2.4.5.2.6 Knowledge of the relevant flight operations

The Company must evaluate the experience and knowledge of the flight crew CRM trainer. The evaluation includes at least:

ii. The operational experience of the flight crew CRM trainer as a flight crew member;
iii. Whether this experience as a flight crew member or a former flight crew member covers the aircraft category, the aircraft generation and the form of operations (CAT, NCC).

If the flight crew CRM trainer does not have the relevant knowledge of the relevant flight operation based on the evaluation above, the Company must provide training to the flight crew CRM trainer to provide the adequate knowledge.

1.2.4.5.2.7 Team of CRM trainers

If a qualified flight crew CRM trainer does not have knowledge of the relevant flight operations, he may be assisted by a training assistant that has the knowledge of the relevant flight operations. The Company ensures that all the following conditions are met:

1. The training assistant shall meet the conditions for initial and refresher training, but needs not meet the conditions for qualification and recency and renewal as Flight crew CRM Trainer. The training assistant shall be an instructor or have experience in ground training.
2. The flight crew CRM trainer and the training assistant prepare the training session together and adapt it to the operational needs of the Company.
3. If the flight crew CRM trainer and the training assistant have already provided training for the Company or for a similar operator, the Company may determine that condition (2) is met.
4. The flight crew CRM trainer and the training assistant provide the training together.
5. The flight crew CRM trainer remains responsible for the training.

1.2.4.5.2.8 Assessment of Flight Crew CRM trainer

A Flight Crew CRM trainer will be assessed by the Company when conducting the first CRM training course. This first assessment shall be valid for a period of 3 years.

The process for standardization and assessment, describing methods for observing, recording, interpreting and debriefing the Flight Crew CRM Trainer, can be found in section **3.3 - Standardization and assessment of Flight Crew CRM Trainers**. All personnel involved in the assessment must be credible and competent in their role.

The assessment enables the flight crew CRM trainer to demonstrate the knowledge and ability to train the CRM training elements in the non-operational environment. Special attention shall be given to fields such as group management, group dynamics and personal awareness.

The initial assessment of a flight crew CRM trainer by the Company may take place when conducting their first CRM training course.

The assessment of flight crew CRM trainers shall be conducted by flight crew CRM trainers with a minimum of 3 years of experience.

NOTE

If the assessment of a CRM Trainer is successful, he shall receive a company authorisation which is valid for both JNL BV and ASL BV.

1.2.4.5.3 Cabin Crew CRM Trainer

1.2.4.5.3.1 Applicability

The provisions described herein:

1. Shall be fulfilled by cabin crew CRM trainers responsible for classroom CRM training; and
2. Are not applicable to trainers or instructors conducting training other than CRM training, but integrating CRM elements into this training. Nevertheless, trainers or instructors who are integrating CRM elements into the aircraft type training, recurrent training or senior cabin crew member training should have acquired relevant knowledge of human performance and limitations, and have completed appropriate CRM training.

1.2.4.5.3.2 Qualification of a Cabin Crew CRM Trainer

The cabin crew member CRM Trainer, in order to be suitably qualified, shall:

1. Have adequate knowledge of the relevant flight operations (CAT and NCC),
2. Have received instruction on human performance and limitations (HPL),
3. Have completed an introductory CRM course, as required in Annex V (Part-CC) to Commission Regulation (EU) No 1178/2011, and an operator's CRM training, as specified in the table in section **2.2.2.1 - CRM training syllabus**.
4. Have received training in group facilitation skills,
5. Have received additional training in the fields of group management, group dynamics and personal awareness,
6. Have demonstrated the knowledge, skills and credibility required to train the CRM training elements in the non-operational environment

An experienced CRM trainer may become a cabin crew CRM trainer if he demonstrates a satisfactory knowledge of the relevant flight operations and the cabin crew working environment, and fulfills the provisions 2 and 6 above.

1.2.4.5.3.3 Initial Training of Cabin crew CRM trainer

Training of a Cabin crew CRM Trainer shall be both theoretical and practical. Practical elements shall include the development of specific trainer skills, particularly the integration of CRM into day-to-day operations.

The initial training of flight crew CRM Trainers shall include the training elements for cabin crew as specified in the table of section **2.2.2.1 - CRM training syllabus**. In addition, the basic training shall include the following

1. Introduction to CRM training;
2. Operator's management system;
3. Characteristics, as applicable:
   (i) Of the different types of CRM trainings (initial, recurrent, etc.);
   (ii) Of combined training;
   (iii) Related to the type of aircraft or operation.

The refresher training of cabin crew CRM Trainers shall include new methodologies, procedures and lessons learned.

The training of cabin crew CRM trainers shall be conducted by cabin crew CRM trainers with a minimum of 3 years' experience. Assistance may be provided by experts in order to address specific areas.

Instructors, holding a certificate in accordance with Commission Regulation (EU) No 1178/2011, who are also CRM Trainers, may combine the CRM trainer refresher training with instructor refresher training.

The training of cabin crew CRM Trainers shall be conducted by cabin crew CRM Trainers with a minimum of 3 year experience. Assistance may be provided by experts in order to address specific areas.

1.2.4.5.3.4 Assessment of Cabin Crew CRM Trainer

A cabin crew CRM trainer shall be assessed by the operator when conducting the first CRM training course. This first assessment is valid for a period of 3 years. The process for standardization and assessment, describing methods for observing, recording, interpreting and debriefing the Cabin Crew CRM Trainer, can be found in section **3.3 - Standardization and assessment of CRM Trainer**. All personnel involved in the assessment must be credible and competent in their role.

1.2.4.5.3.5 Recency and renewal of qualification as cabin crew CRM trainer

A Company authorisation shall be valid for 3 years. The next 3-year validity starts at the end of the previous period. To revalidate the Company authorisation, the Cabin crew CRM Trainer shall:

1. Conduct at least 2 CRM training events in any 12-month period.
2. Be assessed within the last 12 months of the 3-year validity period to prove his competence when conducting a CRM training course.
3. Complete CRM Trainer refresher training within the 3-year validity period.

To renew a Company authorisation (i.e. when the provisions for recency above are not fulfilled), the Cabin crew CRM Trainer shall:

- Meet the qualification requirements of a Cabin Crew CRM Trainer
- Be assessed when conducting the first CRM training course.
- Complete CRM Trainer refresher training.

1.2.4.5.4 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new CRM Trainer shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The CRM Trainer is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the CRM Trainer to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued with a validity period of 36 months, commencing from the end of the previous validity period, including the remainder of that month, when the supervision is completed within the last 12 months of the validity period. When the supervision takes place outside this 12-month period, the new 36-month validity period shall commence from the end of the month in which the supervision was completed.

1.2.4.6 Emergency and Safety Equipment Instructor

1.2.4.6.1 General

An Emergency and Safety Equipment (E&SE) Instructor shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

NOTE

E&SE Instructors of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) may be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not available within the Company. They shall be referred to as an external E&SE Instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. new equipment on an aircraft such as a defibrillator, etc) for which the Company has no own specialised Company personnel.

Available in this context means that the Company does not have such a qualified person amongst his Personnel.

1.2.4.6.2 Requirements

An E&SE Instructor shall posses group facilitation skills and shall at least:

1. Have current or former operational experience as a Flight Crew Member or Senior Cabin Crew Member,
2. Have experience on the type. If no experience on the type, operational experience on a similar type of aircraft shall be required in the same type of operation,
3. Have completed initial E&SE training.

NOTE

If there is no relevant experience on the type or class, the E&SE Instructor shall be made familiar with this type or class, including the operation of all doors and/or exits, before conducting such training and/or checking.

A Flight Crew Member holding a recent qualification as a E&SE Instructor may continue to be a E&SE Instructor even after the cessation of active flying duties, a former Flight Crew Member or Senior Cabin Crew Member having knowledge of E&SE may become an E&SE Instructor if he maintains adequate knowledge of the operation and aircraft type concerned.

An E&SE Instructor shall:

1. Maintain correct E&SE course syllabi and documentation,
2. Complete all necessary files and reports as required by the Training Manager,
3. Prepare and set up all required tutorial material,
4. Distribute the relevant parts of tutorial material to the trainees,
5. Perform the checking part of the course when required.

1.2.4.6.3 Initial Company training and checking

Emergency and Safety Equipment (E&SE) Instructors shall have appropriate experience. A Company E&SE Instructor shall prove his competence by giving a lecture under supervision of a qualified E&SE Instructor and a Ground Instructor Supervisor (GIS). This may be the Training Manager or Flight Operations Manager. Only one is required when the Ground Instructor Supervisor is also a qualified E&SE Instructor.

NOTE

For a subsequent Company authorisation (i.e. different types of aircraft), competence shall be proven by giving a lecture under supervision of only a Ground Instructor Supervisor.

1.2.4.6.4 Recurrent Company training and checking

A Company authorisation shall be valid for 36 months. For a revalidation of the Company authorisation, the Company E&SE Instructor shall:

1. Conduct at least 1 least training event in any 12-month period relevant to the specific Company authorisation.
2. Be assessed within the last 12 months of the validity period to prove his competence by conducting a training and/or checking event, relevant to the specific Company authorisation, under supervision of a Ground Instructor Supervisor (GIS) who will present his observations to the Training Manager for evaluation.

NOTE

Supervision of one course may revalidate the Company authorisation for another course if the supervision is alternated between the courses. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event.

If the E&SE Instructor is also authorised as Ground Instructor, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor, CRM Trainer and/or HF Instructor, all those Company authorisations may in that case be revalidated.

Supervision for the extension (add-on) of a Company ground training and/or checking authorisation may also count as supervision for the revalidation of other authorisations as Ground Instructor, CRM Trainer, E&SE Instructor, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor and/or HF Instructor if performed within the last 12 months of the validity period.

To renew a Company authorisation as Company E&SE Instructor, a new theoretical training and/or checking event under supervision shall be organised as detailed above (To be completed after all other renewing requirements are met or completed).
In addition, if the Company authorisation is expired for more than 12 months, the Company E&SE Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer.

1.2.4.6.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new E&SE Instructor shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The E&SE Instructor is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the E&SE Instructor Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued for a 36-month validity period and shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.7 First Aid Instructor

1.2.4.7.1 General

As the Company has no own specialized Company First Aid Instructors, First Aid Instructors of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) shall be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not available within the Company. Available in this context means that the Company does not have such a qualified person amongst his Personnel. They shall be referred to as an external First Aid Instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. new equipment on an aircraft such as a defibrillator, etc) for which the Company has no own specialised Company personnel.

1.2.4.8 Fire Fighting Instructor

1.2.4.8.1 General

As the Company has no own specialized Company Fire fighting Instructors, those of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) shall be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not availabl within the Company. Available in this context means that the Company does not have such a qualified person amongst his Personnel. They shall be referred to as an external instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. new equipment on an aircraft such as a defibrillator, etc) for which the Company has no own specialised Company personnel.

1.2.4.9 Wet Drill Instructor

1.2.4.9.1 General

As the Company has no own specialized Company Wet drill Instructors, those of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) shall be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not available within the Company. Available in this context means that the Company does not have such a qualified person amongst his Personnel. They shall be referred to as an external instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. new equipment on an aircraft such as a defibrillator, etc) for which the Company has no own specialised Company personnel.

1.2.4.10 Dangerous Goods Instructor

1.2.4.10.1 General

As the Company has no own specialized Company Dangerous Goods Instructors, those of foreign Operators, Approved Training Organisations (ATO), (Competent) Authorities or regulatory organisations (e.g. EASA, etc) shall be nominated by the Training Manager, provided that evidence can be shown that they have the appropriate competence and experience which is not availablewithin the Company. Available in this context means that the Company does not have such a qualified person amongst his Personnel. They shall be referred to as an external instructors and are mostly used for courses that are new to the Company or are very specialised (e.g. new equipment on an aircraft such as a defibrillator, etc) for which the Company has no own specialised Company personnel.

1.2.4.11 Flight Operations Dispatch Instructor

1.2.4.11.1 General

A Flight Operations Dispatch Instructor (FODI) shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

He shall be responsible for initial and recurrent training, checking and supervising of Flight Dispatchers.

1.2.4.11.2 Requirements

A Flight Operations Dispatch Instructor (FODI) shall posses group facilitation skills and shall at least have:

1. 2 years of relevant work experience of which at least 1 years should be from the aeronautical industry in an appropriate position,
2. Practical experience and expertise in the application of aviation safety standards and safe operating practices,
3. Reasonable knowledge of:
    a. The applicable safety regulations and any associated requirements and procedures,
    b. The Company AOC and/or Declaration operations specifications,
    c. The content of the relevant parts of the Company's Operations Manual,
4. A current unsupervised Company status as Flight Dispatcher.

A Flight Operations Dispatch Instructor shall:

1. Maintain correct relevant course syllabi and documentation,
2. Complete all necessary files and reports as required by the Training Manager,
3. Prepare and set up all required tutorial material,
4. Distribute the relevant parts of tutorial material to the Trainees.

1.2.4.11.3 Initial Company training and checking

A Flight Operations Dispatch Instructor shall have appropriate experience as Flight Dispatcher and have adequate instructional skills. He shall prove his competence by giving a lecture under supervision of the OCC Manager or Flight Operations Manager who shall be assisted by a Ground Instructor Supervisor (GIS).

1.2.4.11.4 Recurrent Company training and checking

A Company authorisation shall be valid for 36 months. For a revalidation of the Company authorisation, the Flight Operations Dispatch Instructor shall:

1. Conduct at least 1 training and/or checking event within any 36-month period relevant to the specific Company authorisation.
2. Be assessed within the last 12 months of the validity period to prove his competence by conducting a training, checking or supervising event, under supervision of the OCC Manager of Flight Operations Manager who will present his observations to the Training Manager for evaluation.

To renew a Company authorisation as Flight Operations Dispatch Instructor, a new training, checking or supervising event under supervision shall be organised as detailed above. This is to be completed after all other renewing requirements are met or completed.

In addition, if the Company authorisation is expired for more than 12 months, the Flight Operations Dispatch Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer (Not being an active participant or Trainee of the training and/or checking event).

1.2.4.11.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new Flight Operations Dispatch Instructor shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The Flight Operations Dispatch Instructor is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the Flight Operations Dispatch Instructor to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued for a 36-month validity period and shall start at the end of the previous validity period (including the remainder of the month).

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

NOTE

If the Competent Authority is present during a supervision, their report may be added as annex to the observation form. If no Company Supervising Personnel was present during the supervision, the Training Manager shall complete and sign the observation form referring to the report in annex.

A Company certificate shall be issued clearly depicting all authorisations and expiry dates per authorisation. Every next 36-month validity period shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.12 Ground Operations Instructor

1.2.4.12.1 General

A Ground Operations Instructor (GOI) shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

He shall be responsible for initial and recurrent training, checking and supervising of Ground Handling Personnel and Passenger Handling Personnel where applicable.

1.2.4.12.2 Requirements

A Ground Operations Instructor (GOI) shall posses group facilitation skills and shall preferably have:

1. 2 years of relevant work experience of which at least 1 years should be from the aeronautical industry in an appropriate position,
2. Practical experience and expertise in the application of aviation safety standards and safe operating practices,
3. Reasonable knowledge of:
    a. The applicable safety regulations and any associated requirements and procedures,
    b. The Company AOC and/or Declaration operations specifications,
    c. The need for, and content of, the relevant parts of the Company's Operations Manual,
4. A current unsupervised Company status as Ground Handling Personnel.

A Ground Operations Instructor shall:

1. Maintain correct relevant course syllabi and documentation,
2. Complete all necessary files and reports as required by the Training Manager,
3. Prepare and set up all required tutorial material,
4. Distribute the relevant parts of tutorial material to the Trainees.

1.2.4.12.3 Initial Company training and checking

A Ground Operations Instructor shall have appropriate experience as Ground Handling Personnel and have adequate instructional skills. He shall prove his competence by giving a lecture under supervision of the Ground Operations Manager who shall be assisted by a Ground Instructor Supervisor (GIS).

1.2.4.12.4 Recurrent Company training and checking

A Company authorisation shall be valid for 36 months. For a revalidation of the Company authorisation, the Ground Operations Instructor shall:

1. Conduct at least 1 training and/or checking event within any 36-month period relevant to the specific Company authorisation
2. Be assessed within the last 12 months of the validity period to prove his competence by conducting a training, checking or supervising event, under supervision of the Ground Operations Manager or Flight Operations Manager who will present his observations to the Performance Review Board (PRB) for evaluation.

To renew a Company authorisation as Ground Operations Instructor, a new training, checking or supervising event under supervision shall be organised as detailed above. This is to be completed after all other renewing requirements are met or completed.

In addition, if the Company authorisation is expired for more than 12 months, the Ground Operation Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer (Not being an active participant or Trainee of the training and/or checking event).

1.2.4.12.5 Administration

► ***Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel***

► *Refer to the Operations Manual Part D Annex 9 – Observation form*

A new Ground Operations Instructor shall be nominated by the Training Manager and accepted by the Performance Review Board before his actual training and/or checking event under supervision shall take place.

The Ground Operations Instructor is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the Ground Operations Instructor to Annex 1.

NOTE

The Training Manager may impose limitations and/or extra training if the result of the supervision event dictated as such.

The supervision of the training and/or checking event shall be documented using the Company observation form. If more practical, a separate report may be added as annex to this form completing the observation section.

A Company certificate shall be issued for a 36-month validity period and shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.13 Ground Instructor Supervisor

1.2.4.13.1 General

A Ground Instructor Supervisor (GIS) shall be nominated by the Training Manager and accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

He shall be responsible for supervising all Company Ground Instructors, CRM Trainers, E&SE Instructors, DG Instructor and HF Instructors. He shall also assist the Flight Operations Manager and Ground Operations Manager in supervising respectively the Flight Operations Dispatch Instructors and Ground Operations Instructors.

1.2.4.13.2 Requirements

A Ground Instructor Supervisor (GIS) shall posses group facilitation skills and shall preferably have:

1. Two years of relevant work experience as Ground Instructor (preferably with an Operator approved to perform CAT, NCC or SPO operations), or equivalent as accepted by the Training Manager,
2. Practical experience and expertise in the application of aviation safety standards and safe operating practices,
3. Reasonable knowledge of:
    a. The applicable safety regulations and any associated requirements and procedures,
    b. The Company AOC and/or Declaration operations specifications,
    c. The need for, and the content of, the relevant parts of the Company's Operations Manual,
4. Thorough knowledge of and be familiar with concepts of CRM and the assessment of CRM skills,
5. A current Company status as Ground Instructor.

1.2.4.13.3 Administration

The Ground Operations Supervisor is not permitted to perform unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation.
- Added the Ground Operations Supervisor to Annex 1.

A Company certificate shall be issued for a 36-month validity period and shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.14 Flight Instructor Supervisor

1.2.4.14.1 General

A Flight Instructor Supervisor (FIS) shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

He shall be responsible for supervising all Aircraft and/or Synthetic Flight Instructors and/or Examiners and Line Training Captains.

1.2.4.14.2 Requirements

A Flight Instructor Supervisor (FIS) shall possess group facilitation skills and shall preferably have:

1. Two years of relevant work experience as Aircraft and/or Synthetic Flight Instructor and/or Examiner (preferably with an Operator approved to perform CAT, NCC or SPO operations), or equivalent as accepted by the Training Manager,
2. Practical experience and expertise in the application of aviation safety standards and safe operating practices,
3. Reasonable knowledge of:
    a. The applicable safety regulations and any associated requirements and procedures,
    b. The Company AOC and/or Declaration operations specifications,
    c. The content of, the relevant parts of the Company's Operations Manual,
4. Thorough knowledge of and be familiar with concepts of CRM and the assessment of CRM skills,

1.2.4.14.3 Administration

An acceptance by the Performance Review Board shall be given before allowing the proposed Flight Instructor Supervisor to perform his duties unsupervised. The Training Manager shall add this qualification to the Company Authorisation.

NOTE

Annex 1 to OM Part D (list of Training and/or Checking Personnel) shall be updated.

1.2.4.15 Cabin Crew Trainers

1.2.4.15.1 General

In order to give training for the purpose of qualifying cabin crew, legislation requires persons to be appropriately qualified or appropriately experienced. Only for cabin crew CRM trainers additional requirements are defined.

1.2.4.15.2 Requirements

Cabin crew trainers will be selected and nominated by the Training Manager. Type-qualified type rating instructors can obtain a cabin crew trainer qualification, in this case there is no need to have a cabin crew qualification.

Selecting appropriately qualified persons should take into account the individual experience and performance. This should be adequate for the conduct of the duties. For a cabin crew member to become cabin crew trainer the following is required:

- Hold or have held a cabin crew attestation and valid qualification card
- Have a minimum of 1 year of experience as cabin crew member (preferably in similar type of operation)
- Qualified as senior Cabin Crew Member
- Knowledgeable in the training subjects covered
- Have adequate instructional skills
- Completed a “teaching and learning” course (eg. Train-the-trainer course)

Table: Overview training requirements for Cabin trainers

Training Element	Trainer	Training requirement
Aircraft type specific and operator conversion training/Checking	Cabin Crew Trainer or TRI	Give one course under supervision
Difference Training	Cabin Crew Trainer or TRI	Completed briefing
FAM flying	Cabin Crew Trainer	Completed briefing
FAM visit	Cabin Crew Trainer or TRI	Give one FAM visit under supervision
Line Check	Cabin Crew Trainer or TRI	Completed briefing
Recurrent Training/Check	Cabin Crew Trainer or TRI	Give one recurrent training under supervision
Refresher Training	Cabin Crew Trainer or TRI	Completed briefing
Operator CRM Training incl. Operator type conversion training	Cabin Crew CRM trainer	(1)
Combined CRM recurrent training	Cabin Crew CRM trainer	(1)
Note 1: Refer to Operations Manual Part D **1.2.5.5 - Crew Resource Management Trainer**		

1.2.4.15.3 Administration

The supervision of the training and/or checking shall be documented using the company observation form. The supervision shall be performed by the (deputy) Training Manager or a qualified Cabin Crew Trainer/TRI.

A company certificate will be issued clearly depicting all authorisations and expiry dates per authorisation, and shall be valid for 36 months. Every next 36-month validity period shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.16 Peers

1.2.4.16.1 General

► Refer to the Safety Management Manual Section 2.9.7.2 – Trained peers

In the context of a peer support program, a ‘peer’ is a trained person who shares common professional qualifications and experience, and has encountered similar situations, problems or conditions with the person seeking assistance from a support program. This may or may not be a person working in the same organisation as the person seeking assistance from the support program.

A peer’s involvement in a peer support program can be beneficial due to similar professional backgrounds between the peer and the person seeking support. However, a mental health professional shall support the peer when required, e.g., in cases where intervention is required to prevent endangering safety.

1.2.4.16.2 Requirements

Peers must be good listeners. They must do so in a non-judgmental fashion, and crucially shall not offer solutions, as the desired outcome of any conversation in this field must be for the employees themselves to come up with solutions to their own problems. This quality can be hard to find in aviation professionals, as they are by nature independent problem solvers, trained and used to coming up with solutions to issues and difficulties. Peers will need curb this natural instinct when dealing with cases and shall be trained accordingly.

As far as possible, Peers shall do the same job as the employee contacting the program. It is important that Peers hold no senior managerial position. This is because there should be no perceived authority gradient between the employee contacting the program and the Peer, something particularly important during Peer Intervention cases. They must just be a colleague.

1.2.4.16.3 Initial training

Given the specialised nature of the Peer job, once suitable Peers have been recruited it is appropriate that they receive not only initial training but also Continual Professional Development (CPD) training to enhance and broaden their experience and knowledge.

Peers involved in the support program should receive practically orientated basic training in psychological first aid and regular refresher trainings.

The Initial Peer Training program shall contain the following topics:

- Peer support & mental health first aid
- Prepare your support & assess the situation
- Engage contact & gain confidence
- Provide support
- Connect to resources
- Follow up
- Complexities
- Self-care & care for peer supporter
- Exercises regarding stress, critical incidents, depression, addiction, misuse of psychoactive substances, suicidal thoughts, …
- Confidentiality and data protection

In addition, Peers shall also be trained in techniques firstly in how to gather appropriate information from those contacting the program with concerns about an employee, and secondly how to 'cold call' an employee to raise issues of concern (if required). This latter point is perhaps the hardest aspect of the Peer's role, and the training shall reflect that.

Considerations shall include:

- timing of the call (e.g., at the start of a block of days off);
- possible reactions from the recipient;
- how to protect the identity of the Clients making the initial contact(s) with the program; and
- how to frame the information appropriately to encourage the employee to acknowledge the concerns rather than put up denial barriers.

1.2.4.16.4 Refresher training

The amount and frequency of CPD will depend on the type of Peer: those who cover a wide range of mental wellbeing issues will benefit from CPD three or more times a year, whereas those Peers in larger Foundation-type models who specialise in Critical Incident Response are only likely to need such training every two years. This training shall take place in a plenary for maximum benefit in sharing experiences and knowledge.

1.2.4.16.5 Administration

Within the context of the Peer Support Program, the company has established a cooperation agreement with the (Belgian) Red Cross to provide initial training as well as CPD to the selected Peers.

1.2.4.17 Security Instructor

► *Refer to the Operations Manual Part A 10.2.5.7 – Background Check*

1.2.4.17.1 General

A Security Instructor shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

1.2.4.17.2 Requirements

A Security Instructor shall:

- Maintain correct Security course syllabi and documentation,
- Complete all necessary files and reports as required by the Training Manager,
- Prepare and set up all required tutorial material,
- Have adequate instructional skills
- Have completed a background check
- Have followed the required courses as mentioned in the NASP

1.2.4.17.3 Initial Company training and checking

A Company security Instructor shall prove his competence by giving a lecture under supervision of the Training Manager (or his Deputy). A Company authorisation shall be issued and valid for 36 months.

1.2.4.17.4 Recurrent Company training and checking

To renew a Company authorisation as Security Instructor, a new lecture under supervision shall be organised as detailed above, within the last 12 months of validity of the authorisation.

1.2.4.17.5 Administration

► Refer to the Operations Manual Part D Section 1.7 - Appointment of Training and/or Checking Personnel
► Refer to the Operations Manual Part D Annex 9 – Observation form

The supervision of the lecture to issue a Company Authorisation shall be documented using the Observation Form.

A Company certificate shall be issued clearly depicting the authorisation and expiry date. Every next 36-month validity period shall start at the end of the previous validity period (including the remainder of the month).

1.2.4.18 Line Check Captain

1.2.4.18.1 General

A Line Check Captain (LCC) shall be authorised to conduct line check. He shall be nominated by the Training Manager and shall be accepted by the Performance Review Board. He shall be given a clear statement of his individual duties and responsibilities.

NOTE

If the the company has no (or not enough) company type-rated Line Training Captains (LTC) or Line Check Captains (LCC) to conduct line checks on a type, an ***External Line Check Captain*** *can be used.*

1.2.4.18.2 Requirements

A Line Check Captain (LCC) shall be type rated in the type where he or she provides the checking. In addition, he or she shall either be qualified as an examiner under Regulation (EU) No 1178/2011 or receive the company initial Line Check Captain training.

1.2.4.18.3 Initial company training

The initial company Line Check Captain (LCC) training shall cover at least:

1. How to perform a check.
2. The assessment of CRM skills.

1.2.4.18.4 Recurrent company training

A Company authorisation shall be valid for 36 months. For a revalidation of the Company authorisation, the Line Check Captain (LCC) shall conduct at least 1 checking event in any 12 month period relevant to the specific Company authorisation.

1.2.4.18.5 Administration

A Company authorisation shall be issued clearly depicting all authorisations and expiry dates per authorisation. Every next 36-month validity period shall start at the end of the previous validity period (including the remainder of the month).
The Company authorisation shall indicate the type or class as operated by the company using the licence endorsement depiction as reference.

1.3 Validity of training and checking

Unless specifically otherwise stated the following shall be applicable:

1. All expiry dates of training and checking are at the end of a calendar month,
2. The *validity period* is a specified time period, expressed in calendar months or in years (1 year = 12 calendar months),
3. Initial training or checking remains valid for the remainder of the month of issue plus the validity period,
4. If recurrent training or checking is performed in a specified time period before the expiry date, the validity is extended from the date of issue until the expiry date of the previous training or check, plus the validity period. This specified time period before the expiry date is called the *No Penalty Revalidation Period (NPRP).*
5. When the recency, training or check is completed before the last 3 months of the validity period, the new validity period shall be counted from the end of the month when the recency, training or check was completed and not from the original expiry date.

1.4 Ground course training and checking

1.4.1 General

A ground course may only require training or may require both training and checking.

When ground course checking is required, it shall be organised based on a multiple-choice system unless stated otherwise. The passing rate shall be 75 % or more unless stated otherwise.

If a Trainee is unable to successfully complete the questionnaire, a second attempt may be allowed without extra training. A next attempt (third attempt and onward) shall not be allowed unless extra theoretical training has been provided.

Successful completion of a practical ground training may under certain circumstances replace a check, for example the opening of an emergency exit door, etc. Oral checking may also substitute a written exam or check.

1.4.2 Revalidation for instructors

The validity of the training and checking for a ground course of a ground instructor who is also a crew member, can be renewed by giving the training of this ground course. In case there is a practical element required, the ground instructor should also complete these practical elements of the training.

NOTE

This revalidation is only applicable to the following courses:

- *Security training*
- *Ground training and checking*
- *Emergency and safety equipment training and checking*
- *Evacuation training*
- *Pre-flight training*

1.5 Training notification

On request of the Competent Authority, the Training Department shall forward the planned training and checking program to allow the Competent Authority to schedule possible training and/or checking inspections.

If part of the training and checking program changes, it shall be communicated to the Competent Authority normally not less than 24 hours before the start of the training and/or checking. Due to the type of operation of the company, a change to a line check may be announced to 2 hours of the estimated off block time.

NOTE

Due to the type of operation of the Company, it may not be possible to provide all details of training and/or checking (e.g. exact aircraft registration). Such details shall be depicted as 'TBD' (to be determined) in the overview. Once such details are available, they shall be forwarded to the Competent Authority as soon as practicable.

1.6 Language

► *Refer to the Operations Manual Part A Section 5.2.1.3 – English language*

It shall be ensured that all training is preferably conducted in the English language. If, for a specific course, the Training and/or Checking Personnel and all Trainees speak the same native language, this language may be used. However, all syllabi and related documentation shall be provided in the English language.

1.7 Appointment of Training and/or Checking Personnel

► ***Refer to the Operations Manual Part D Section 1.2.3 - Performance Review Board***

► *Refer to the Operations Manual Part D Annex 1 – List of Training and/or Checking Personnel*

Depending on the type of Training and/or Checking Personnel, the appointment of Training and/or Checking Personnel is done after notification to the Competent Authority and approval of the Performance Review Board existing out of the Accountable Manager, Flight Operations Manager and Training Manager upon proposal of the Training Manager.

NOTE

Due to the type of operation of the Company, an effective board meeting may not be practical allowing the board meeting to be replaced by individual contact between the Training Manager and the other members of the board.

Prior to appointment as Training and/or Checking Personnel, Nominees shall have acquired sufficient experience and demonstrated their knowledge and tutorial abilities in the relevant matters. They shall have been checked in those duties applicable to the appointment. A certificate of competence (i.e. Company authorisation) to carry the duties of the particular training and/or checking capacity shall be verified and evidence retained in the individual's personal training file.

NOTE

For Company Training and/or Checking Personnel this shall be done by conducting a training and/or checking event under supervision as described in this manual. For External Training and/or Checking Personnel this shall be done by the Training Manager evaluating their competence based on documents provided by them (e.g. other Operator certificates, letter of recommendations, curriculum vitae, etc).

A list of approved Company and External Training and/or Checking Personnel can be found as an annex to this manual, and shall be used to notify the competent Authority.

Training and/or Checking Personnel:

1. Shall only be added to this Annex when the training and/or checking is fully completed.
2. Shall be removed from this Annex when their Company Authorisation is expired.
3. Shall not perform any unsupervised duties until the Training Manager (or his deputy) has:

- Issued a Company Authorisation, and
- Added the Training and/or Checking Personnel and their applicable aircraft type to this Annex.

1.8 Contracted activity for training and/or checking

► *Refer to the Operations Manual Part D Annex 2 – List of contracted activities*

►***Refer to the Operations Manual Part A Section 5.6 – Contracted organisations***

►***Refer to the Compliance Monitoring Manual Section 6.2 – Contracted activities***

The Company may not be able to conduct all training and checking within the Company by own Training and/or Checking Personnel. Therefore, the Company contracts specific training and checking activities to external third parties. Contracted organisations shall:

1. Establish and maintain a course program and syllabus acceptable to the Company,
2. Ensure that their Training and/or Checking Personnel are suitably qualified to conduct the training and checking,
3. Preferably ensure that the English language or mother tongue of all participants is used for all training, checking, syllabi and related documentation,
4. Allow the Company Safety and Compliance Monitoring Manager, Company Auditors, Ground Instructor Supervisors or Flight Instructor Supervisors to perform checks and/or audits on a regular base.

The TM (or his nominated representative) shall visit all (active) training locations for each type of aircraft every 2 years. The objective of this visit is to verify actual use of company procedures during aircraft or synthetic flight training and checking.

A list of approved contracted activities may be found as annex to this manual.

1.9 Procedures in case of long absence

A Flight Crew Member not having performed any flying duties (there is no requirement to have done this duty on a Company aircraft) on the type operated by the Company for more than 90 calendar days, shall be considered as long absent.

The following minimum requirements shall be met in case of long absence before performing again any flying duty on the relevant Company type:

1. For any type of operation, a Flight Crew Member shall not be assigned to operate an aeroplane as part of the minimum crew, either as Pilot Flying or as Pilot Monitoring, unless he has carried out 3 take-off's and 3 landings in the previous 90 days as a Flight Crew Member flying in an aeroplane or in a flight simulator qualified and approved for that purpose (using the same type or class of aeroplane),
2. For periods beyond 180 calendar days in commercial air transport (CAT) operations, the recency requirement shall be fulfilled by performing a training flight of at least 1 hour (block time in case of using the aircraft) using the applicable aeroplane or approved flight simulator for a general review including at least 3 take-off's and 3 landings,
3. For periods beyond 365 calendar days in any type of operation, the type rating shall be renewed based on an individual training program as composed by an Approved Training Organisation (ATO),
4. For periods beyond 365 calendar days in commercial air transport (CAT) operations, to the above requirement shall be added completing 2 sectors of line flying under supervision (LIFUS) including at least 1 sector as Pilot Flying and 1 sector as Pilot Monitoring.

NOTE

The Training Manager may decide to impose higher requirements depending on the experience of the Flight Crew Member.

1.10 Personnel that do not achieve or maintain required standards

► *Refer to the Operations Manual Part D Section 1.2.3 - Performance Review Board*

► *Refer to the Operations Manual Part D Section 3.2 - The grading scale*

1.10.1 General

The progress of Company Personnel shall be monitored throughout any training and/or checking carried out according this manual.

If at any stage of training or as the result of a check, it is evident that Company Personnel have not reached the necessary standards, the applicable Instructor and/or Examiner shall refer the case to the Training Manager for a decision on whether or not further training shall be given.

If necessary (upon discretion of the Training Manager), the Performance Review Board shall evaluate the progress to decide on any further remedial training and/or any other action.

1.10.2 Poor progress of Trainee

1.10.2.1 Poor progress in training

Poor progress may be characterised by the Trainee failing to show progress in required skills, knowledge or application of procedures and should prompt consideration of additional training.

1.10.2.2 Poor progress in checking

The following performance shall indicate that a Trainee has been unsuccessful in checking when:

1. The theoretical and/or practical license checking (e.g. license skill test, license proficiency check, etc) is marked as ‘fail’ or ‘failed’,
2. The theoretical and/or practical Company checking (e.g. operator proficiency check, line check, etc) is:
    a. Overall graded as 2 or less,
    b. Two proficiency assessment markers (PAM) of 2 or 1 PAM of 1 is graded on individual items of the practical checking,
3. Interference of the Examiner is required due to the lack of insufficient level, skill or knowledge of the Trainee,
4. The required theoretical checking passing rate for an initial type rating or type recurrent, is not reached after two or more attempts.

1.10.3 Second chance principle

The principle of a second chance shall be adopted, every time:

1. Company Personnel does not pass for the first time,
2. When the Training Personnel decides not to present the Trainee for a check because of lack of progress during training.

Before a second check is organised, a supplementary training program shall be established. As each case will be different, a selection (upon discretion of the Training Manager) of Training and/or Checking Personnel may be required to decide upon a specific program.

Should the second check be unsuccessful, the Trainee may:

1. Be dismissed in case he is undergoing the first conversion training within the Company,
2. Return to his previous function or aircraft in case of promotion,
3. Be downgraded to First Officer in case of being or becoming a Commander,
4. Be given a third chance in exceptional cases and only after extensive supplemental training.

The Performance Review Board shall decide on the actions to be taken after failing a second attempt. Limitations imposed (if any) by the Performance Review Board may be temporarily of nature.

1.11 Training and/or checking flight procedures

► *Refer to the Operations Manual Part A Section 4.2 – Designation of the Commander*

► *Refer to the Operations Manual Part A Section 8.7.2.1 – Training flights*

Abnormal and/or emergency procedures training and/or checking requiring the application of part or all of abnormal or emergency procedures, and simulation of instrument meteorological conditions by artificial means, may never be undertaken with any passengers on board, other than licensed Flight Crew Members involved in the training and/or checking, Company Auditors and/or Representatives of the Competent Authority.

NOTE

Line training and/or completion of a line check shall not be considered as a training flight and shall be completed during normal commercial air transport (CAT) operations. Non-commercial operations with complex motor-powered aircraft (NCC) flights may not be used for the purpose of a line check.

Minimum weather conditions for training and/or checking flights on the actual aircraft requiring abnormal and/or emergency procedures shall be:

1. Minimum visibility 1000 m,
2. Minimum cloud base 500 ft AAL,
3. Wind limitations as described in the applicable OM Part B.

1.12 Use of flight simulation training device

Training and checking events provide an opportunity to practice abnormal and/or emergency procedures that rarely arise in normal operations and shall hence be part of a structured program of recurrent training and/or checking. In case of commercial air transport (CAT) operations, this shall be carried out in a flight simulation training device (FSTD) when available and accessible.

The line check shall be performed in the aircraft. All other training and checking however shall be performed in an FSTD minimal once a year, or, if it is not reasonably practicable to gain access to such devices, in an aircraft of the same type or in the case of emergency and safety equipment training, in a representative training device. The type of equipment used for training and checking shall be representative of the instrumentation, equipment and layout of the aircraft type operated by the Flight Crew Member.

Because of the unacceptable risk when simulating emergencies such as engine failure, icing problems, certain types of engine(s) (e.g. during continued take-off or go-around, total hydraulic failure) or because of environmental considerations associated with some emergencies (e.g. fuel dumping) these emergencies shall preferably be covered in an FSTD. If no FSTD is available, these emergencies may be covered in the aircraft using a safe airborne simulation, bearing in mind the effect of any subsequent failure. In such a case, a comprehensive briefing shall precede the exercise(s).

The FSTD shall be qualified in accordance with Regulation (EU) No 1178/2011 and it shall replicate the aircraft used by the Company, as far as practicable. Differences between the FSTD and the aircraft shall be described and addressed through a briefing or training, as appropriate.

'Availability' and 'accessibility' of FSTD used in this manual is defined as follows:

1. 'Available FSTD' refers to any flight simulation training device (FSTD) that is vacant for use by the FSTD operator or by the customers irrespective of any time consideration.
2. 'Accessible' refers to a device that can be used by the Company to conduct training or checking pertaining to this manual, and by the nominated person conducting the training or checking.

The Company shall establish a system to adequately monitor changes to the FSTD and to ensure that those changes do not affect the adequacy of the training programs.

The Company does not extract data from an FSTD that can be related to a pilot, hence no data access and security policy is developed.

When an FSTD is not available or accessible, the Company shall establish mitigating measures to ensure that an adequate level of safety is maintained when conducting the training or checking in an aircraft. If one or more of the major failures cannot be practised in the aircraft because of their associated risks or because of environmental considerations, the failure(s) may be partially replicated for crew training purposes using pre-briefed, risk-assessed measures that avoid degrading the aircraft's performance below a predetermined level, and which permit immediate reversion to normal operating conditions.

1.13 Psychological assessment

A Psychological Assessment of all flight crew members is conducted within the past 24 months before commencing line flying. This psychological assessment, together with the requirement to have a support program in place for pilots including the use of peers provides the Company an opportunity to support and maintain the wellbeing of personnel.

The psychological assessment is tailored to suit the particularity, complexity and needs of our business and resources available. This includes the challenges of the operational environment that the flight crew is likely to be exposed to identifying the safety-critical dimensions related to the flight crew's function and role within the operator.

The Company implements a reliable and well-structured methodology that gives a minimal required objective screening and insight in the personality criteria. The used assessment tool discriminates between applicants by using discrimination criteria and standards that are strictly job-relevant and directly related to the required job performance, this apparent discrimination can be considered as fair and justifiable.

The COMPASS™ (Computerized Pilot Aptitude Screening System) is a computer based selection tool that fulfills the need for a reliable, objective and scientifically proven screening method. The combination of COMPASS (psychometric) and CPP (psychological) meets the four key assessment criteria identified by EASA .

These key assessment criteria are:

1. Cognitive Abilities; These shall be assumed to be suitable if current flying licences are held but additional assessment such as a simulator test or psychometric aptitude test can be conducted and may include elements such as:

    - Speed and accuracy of information processing (perception, classification, transformation)
    - Spatial abilities (static)
    - Technical comprehension
    - Reasoning (information processing with basic figures)
    - Logic abilities
    - Long-term concentration
    - Allocation of attention
    - Multi-tasking (different task combined)
    - Psycho motor abilities (pursuit tracking; compensatory tracking)
    - Spatial abilities (dynamic) as a prerequisite for
        - Aeroplane Flight Path Management, manual control, and
        - Aeroplane Flight Path Management, automation

2. Personality Traits; Evidence from previous and likely future behaviours discussed during an interview, reference checks and review of a CV may provide supporting information, and results from a personality assessment shall be used. The Company shall satisfy itselve that candidates appear to be a good person-fit with their existing workforce and will be able to operate effectively and safely within a flight crew. Additional assessment such as a simulator test or a psychometric aptitude test can be conducted and may include elements such as:

    - Professionalism: Professional motivation, self-discipline, selfcriticism, self-organization, and additionally safety motivation
    - Stress - coping with social confrontation, information load, time pressure
    - Application of procedures and compliance with regulations

3. Operational & Professional Competencies; Operational technical competence may initially be assumed if a candidate holds current flying licences for the role. Additional information about professional behavioural competence may be gathered through interview, and work samples such as simulator assessments or psychometric aptitude tests and may include elements such as:

    - Problem solving and decision-making
    - Workload management
    - Situation awareness and management of information

4. Social Competencies in accordance with Crew Management Principles; Information may be available on candidates' teamworking abilities in this area via results of the multi-crew co-operation (MCC) assessment common to commercial flying licences, the interview, references checks and CV review. Additional information may be available from psychometric personality assessment including elements such as:

    - Emotional regulation
    - Assertiveness
    - Communication
    - Leadership and Teamwork
    - Effective decision making

The computer-based psychometric (advanced COMPASS) and psychological (Compass personality profile) test uses statistical methods to value the importance of different tests while combining the scores from those tests (regression analysis, etc.) and present the end-result as a profile of the applicant. The profile can be seen as a prediction of how well the applicant is expected to perform on the job.

These tests are independently validated and overseen by a group of psychologists with the acquired knowledge in aviation relevant to the flight crew's operating environment and with expertise in psychological assessment.

1.13.1 Advanced COMPASS test

The Advanced COMPASS test consists of 6 modules. These Modules are:

- Orientation
- Complex Control Task
- ATPL
- Task Manager
- Mathematics
- Memory

The test generates an automatic scoring and analysis report indicating the score per module in a figure from 1-7 where 1 is low and 7 is the highest score. The COMPASS test report can be easily interpreted by non-expert staff and provides a clear picture of the candidate's performance, strengths and weaknesses, as well as an overall indication of flying aptitude.

A grade of 7, 6 or 5 indicates an above average score. A grade of 4 is about average and a grade of 3 just below average. Grades of 2 and 1 indicate a score equivalent to that achieved by the lowest scoring 30% of the test population.

Preferably the candidate needs to score a minimum total of 28 points and score for all modules at least the set minimum thresholds.

If a candidate scores less than the minimum threshold on one or two modules of the COMPASS test, he should be interviewed and if necessary further tested in the simulator.

NOTE

These thresholds are based on general thresholds. The operator should build up experience in using and interpreting the results of Advanced-COMPASS for their particular operation. Candidates with scores of 4 or better and an overall score of 28 should be considered as most suitable.

A candidate can only retake the COMPASS test after a minimum of 3 months.

1.13.2 COMPASS Personality Profile

The COMPASS-personality test (CPP) displays results on 15 personality traits. The overall results are presented in the Personality Profile and presents the candidate‘s results into 9 competencies, which are measured by the CPP.

These 9 competencies include Personal stability, conscientiousness, leadership, executive orientation, team orientation, decision making process, communication, service orientation, socialbility.

The scores are obtained by comparing the candidate’s outcomes to a norm group consisting of other applicants. Thus, these results are not absolute and only indicative in relation to the relevant norm.

The COMPASS™-Personality test (CPP) displays expanded details on subjects like personal and relational competencies and potential misbalances, followed by a conclusion and advice.

The overall advise from the CPP will be given as follows:

- Minor concerns = PASS
- Some concerns = PASS
- Serious concerns = FAIL

The CPP Guideline provides additional questions regarding the test results and conclusions of the CPP report. Therefore, the guideline can be used as a guideline during an in-depth interview.

With the help of the CPP Guideline, nuances and deepening can take place in the interpretation of the test scores. This will improve the predictive value of the test results and lead to more insight into development points and risks of failure.

1.13.3 Administration

The results of the COMPASS and CPP test will be forwarded to the Performance Review Board.

The Psychological and psychometric assessment is valid for 24 months and retained for this period. These confidential records are only accessible for the personnel involved in the assessment.

This psychological assessment is required for new flight crew members joining the operator, but is not required for personnel coming from another AOC within the ASL group.

A psychological assessment performed by a different operator may be accepted provided that the Company is satisfied that the assessment has been performed in accordance with AMC1 CAT.GEN.MPA.175(b). This external assessment can be used if not older than 24 months and will be reviewed case by case and compared to the standards set out above.

No specialized personnel is required to operate the system locally.

TRAINING SYLLABI AND CHECKING PROGRAMS

2.1 Flight Crew Members

2.1.1 General

► *Refer to the Operations Manual Part A Section 1.4 – Authority, duties and responsibilities of the crew*

► *Refer to the Operations Manual Part A Section 4 – Crew composition*

► *Refer to the Operations Manual Part A Section 5.2 – Flight Crew Member qualification requirements*

This section contains a description of the training and/or checking required for Flight Crew Members to be able to conduct their duties.

The minimum qualification, experience and recency requirements for Training and/or Checking Personnel are detailed in section 1 of this manual.

A description of the licenses, ratings, qualifications (for route and airports), experience and recency required for Flight Crew Members to be able to conduct their duties may be found in the Operations Manual Part A.

2.1.2 Operator conversion training and checking

► *Refer to the Operations Manual Part A Section 5.2.4 – Operator conversion course*

2.1.2.1 *General*

Before a new Flight Crew Member may start unsupervised line flying within the Company, he shall have completed the operator conversion training and checking program and this:

1. When changing to an aircraft for which a new type rating is required (i.e. type rating conversion),
2. Each time the Flight Crew Member joins the Company (i.e. Company conversion).

The operator conversion training course shall include training on the equipment installed on the aircraft as relevant to flight crew members' roles.

Training programmes shall include the relevant de-identified feedback from the management system, including occurrence reporting and flight data monitoring programmes.

2.1.2.2 Conversion program overview

The following table details the training and/or checking required in order to be able to complete the applicable conversion program:

Table: Flight Crew Member operator conversion training and checking program

Description	Manual reference	Type of conversion			
		Company (CAT)	Type (CAT)	Company (NCC)	Type (NCC)
Familiarization and/or equipment and procedure training	Section 2.1.3.4		X(15+16)		X(15+16)
Basic introduction training	Section 2.6.2	X(15)		X(15)	
Ground training and checking	Section 2.6.3	X(5)	X	X(5)	X
Emergency and Safety Equipment Training	Section 2.6.4	X(10+15+16)	X(10+15+16)	X(10+13+15+16)	X(10+13+15+16)
Aircraft or flight simulation training device (FSTD) training and checking	Section 2.6.5	X(16)	X(16)	X(16)	X(16)
Operator proficiency check (OPC)	Section 2.6.6	X(16)	X(16)		
Line flying under supervision (LIFUS)	Section 2.6.7	X(16+17)	X(16+17)	X(16+17)	X(16+17)
Crew resource management (CRM) training	Section 2.6.8	X(6+15)	X(6+15)	X(6+15)	X(6+15)
Dangerous goods (DG) training and checking	Section 2.6.9	X(5)	N/A(7)	X(5)	N/A(7)
Company manuals and procedures training and checking	Section 2.6.10	X(15)		X(15)	
Low visibility procedures training and checking	Section 2.6.11	X(1+5+9+15)	X(1+2+15)	X(1+5+9+15)	X(1+2+15)
Area, route and aerodrome knowledge training and checking	Section 2.6.12	X(5)	X(2)	X(5)	X(2)
Operations in areas of metric altimetry training	Section 2.6.13	X(1+5)	X(1+2)	X(1+5)	X(1+2)
Reduced vertical separation minima (RVSM) training and checking	Section 2.6.14	X(1+5)	X(1+2)	X(1+5)	X(1+2)
Steep approach training	Section 2.6.15	X(1+5)	X(1+2)		
Pre-flight training	Section 2.6.18	X(5)	X(5)		
Compliance monitoring training	Section 2.6.19	X(15)		X(15)	
Security training	Section 2.6.20	X(15)			
Flight Crew Member incapacitation training and checking	Section 2.6.22	X(5)		X(5)	
Airborne collision avoidance system (ACAS) training and checking	Section 2.6.23	X(5+15)	X(2+15)		
Volcanic ash operation training and checking	Section 2.6.24	X(5)			
Standard operating procedures (SOP) training and checking	Section 2.6.25	X(11+15)	X(11+15)		
Cold weather operations training and checking	Section 2.6.26	X(4+5)			

Description	Manual reference	Type of conversion			
		Company (CAT)	Type (CAT)	Company (NCC)	Type (NCC)
Line check	**Section 2.6.27**	X(16+17)	X(16+17)		
Upset Prevention and Recovery Training	**Section 2.6.33**	X(5)	X(5)	X(5)	X(5)
Safety Training	**Section 2.6.35**	X(15)		X(15)	
Mental Health in Aviation	**Section 2.6.36**	X(5)			
Operating Landing Distance	**Section 2.6.37**	X(5)			
Minimum Equipment List (MEL)	**Section 2.6.39**	X(15)			
JNL					
NAT HLA MNPS training and checking	**Section 2.6.17**	X(1+5)	X(1+2)	X(1+5)	X(1+2)
CPDLC Training	**Section 2.6.21**	X(1+5)	X(1+2)	X(1+5)	X(1+2)
END JNL					
ASL BV					
Fatigue Risk Management	**Section 2.6.31**	X(5+14)	X(5+14)		
Interoperability training	**Section 2.6.38**	X(3)		X(3)	
END ASL BV					

Note 1: When the type of aircraft to be flown is not approved, or there is no intention, to fly in certain airspace or certain procedures, the Trainee shall be exempted from the relevant course.

Note 2: When performing a type rating conversion course from an aircraft approved to fly in certain airspace or certain procedures to an aircraft approved to fly in the same type of airspace or the same type of procedures, the Trainee can be exempted from the relevant ground course if the course was not aircraft specific. A Trainee shall not be exempted from any practical training (e.g. steep approach training) part of that course (except for the required line training in NAT HLA MNPS airspace if already qualified).

Note 3: Only applicable for type EMB135/145.

Note 4: A Flight Crew Member is exempted from the cold weather operations training and checking when the operator conversion course shall be foreseen to be completed before October of the applicable year. If the operator conversion course however takes longer than expected, the cold weather operations training and checking shall nevertheless be completed even if no longer in the ground training and checking phase

Note 5: During an operator conversion course, a Flight Crew Member may be exempted from one or more courses provided he could prove that he has successfully followed the course before and the validity of the course has not yet expired. In case of such an exemption, the expiry date part of the recurrent training and checking program shall not be later than the actual completion date of the course adding the Company validity period for that specific course. If the course includes practical training, the Trainee may only be exempted from that practical training if the type of aircraft remains the same (e.g. steep approach training).

Description	Manual reference	Type of conversion			
		Company (CAT)	Type (CAT)	Company (NCC)	Type (NCC)
Note 6: Credit for an initial CRM training may be given for a course provided by another operator, or a third party or training organisation. In this event, the operator should ensure that the content of the course meets his/her operational requirements, and the validity of the course has not yet expired. CRM elements shall be integrated into all appropriate phases of the operator's conversion course. *Note 7: When changing from an aircraft type not approved to carry dangerous goods to an aircraft type approved to carry certain categories of dangerous goods, the dangerous goods training and checking for the applicable class shall be followed before performing flights with the applicable class of dangerous goods on board.* *Note 8: N/A* *Note 9: During an operator conversion course, a Flight Crew Member may skip the low visibility procedures ground training provided he could prove that he has successfully followed the course before and the validity of the course has not yet expired. The course certificate shall clearly mention that the course previously followed was organized for an RVR 125 meters or less (RVR 125, CAT II or CAT III).* *Note 10: This training shall be completed before any flight training in an aircraft commences. Whereas the Trainee may be exempted from certain parts of the emergency and safety equipment training and checking (i.e. first aid training, wet drill training, fire fighting training) provided he could prove that he has succesfuly followed the course before and that the validity of the course has not yet expired. Some parts may have to be repeated as the aircraft to be operated carries specific equipment for which no specific training was received before (e.g. life rafts, automatic external defibrillator (AED), protective breathing equipment (PBE), etc).* *Note 11: Upon discretion of the Training Manager. This training may be used as a mitigation procedure in case of reduced line training, etc.* *Note 12: Credit may be given to previous training provided this previous training is formally documented.* *Note 13: For NCC flights, only the items in section **2.6.4.2.6 - General emergency and safety equipment training and checking** and **2.6.4.2.6.1 - Operations where no cabin crew is required** shall be completed.* **ASL BV** *Note 14: Only applicable to Crew Members operating aircraft with a MOPSC of more than 19 for which Commission Regulation (EU) No 83/2014 shall be applicable.* **END ASL BV** *Note 15: Not applicable if the course has been followed before within the ASL Group and the validity (if applicable) has not been expired.* *Note 16: After successful completion of the training and checking of the same type, the qualification is valid for both JNL and ASL BV (because the training and checking programs used by both JNL and ASL BV are identical).* *Note 17: For type EMB135/145, the operator conversion course will be completed under the responsibility of Jetnetherlands BV, however Line flying under supervision and Line check can be conducted on aircraft who are either operated by Jetnetherlands BV or ASL BV. In this case, the ground courses applicable for both Jetnetherlands BV and ASL BV shall be completed before the start of the line training.*					

2.1.3 Operating more than one type or variant

2.1.3.1 General

► *Refer to the Operations Manual Part A Section 4.4 – Flight Crew Member differences training, familiarisation, equipment and procedure training*

► *Refer to the Operations Manual Part A Section 4.5 – Operation on more than one type or variant*

A description of the experience, qualifications, limitations and recency required for Flight Crew Members to be able to conduct operations on more than one type or variant may be found in the Operations Manual Part A.

2.1.3.2 Operating more than one type

For commercial air transport operations (CAT), the following recurrent training and checking shall be completed for each type or variant requiring a separate license endorsement:

1. Line check,
2. Ground training,
3. Aircraft or synthetic flight training,
4. License proficiency check (LPC),
5. Operator proficiency check (OPC),
6. Emergency equipment (E&SE) training and checking.

For non-commercial operations with complex motor-powered aircraft (NCC), the following recurrent training and checking shall be completed for each type or variant requiring a separate license endorsement:

1. Ground training,
2. Aircraft or synthetic flight training,
3. License proficiency check (LPC),
4. Emergency and safety equipment (E&SE) training and checking.

Flight crew members shall complete differences training or familiarisation when required by Annex I (Part-FCL) .

2.1.3.3 Differences training

Differences training, when required, shall be provided before unsupervised line flying is performed. There is no differences training defined within the Company.

2.1.3.4 Familiarisation and/or equipment and procedure training

Flight crew members shall complete familiarization when operating another aeroplane of the same type.

Familiarisation requires only the acquisition of additional knowledge. Familiarisation, when required, shall be provided before unsupervised line flying is performed. The familiarisation and/or equipment and procedure training is normally completed during line flying under supervision. The Line training Captain can use the ODR (Operator Difference Requirements) tables as reference for this familiarisation. For understanding the principle of the ODR tables, please refer to **2.1.3.5 - Operator difference requirements tables**
Flight crew members shall complete equipment and procedure training when changing equipment or changing procedures requiring additional knowledge on types or variants currently operated. This includes training in differences when introducing an aircraft variant within a type and a variation in aircraft configuration exists.

The following familiarization and/or equipment and procedure training has been defined within the Company:

ASL BV

Familiarisation and/or equipment and procedure training		
Training	Type of operation	Remarks
E135/145	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated as well as the differences between the variants operated.

NOTE

Familiarisation and/or equipment and procedure training for the type variants E135/145 and E135BJ is combined, and successfull completion of this training qualifies flight crew members for both E135/145 and E135BJ. The single certificate of completion indicates that this training is completed for type E135/145 for ASL BV and type E135BJ for JNL.

END ASL BV

JNL

Familiarisation and/or equipment and procedure training		
Training	Type of operation	Remarks
C650	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
F2000 EX	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
CL605	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
E135BJ	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
FA7X	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
F900EX	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.
C510	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft(s) operated.

END JNL

NOTE
For each aircraft type, a “Familiarisation and/or Equipment and Procedure Training” document is published on Skylegs.

2.1.3.5 Operator difference requirements tables

2.1.3.5.1 General

The use of the methodology described below is acceptable to the Authority as a mean of evaluating aircraft and full flight simulator (FFS) differences or similarities to justify the operation of more than one type or variant, or to define the need for differences training, familiarisation or equipment and procedure training. The methodology is also used for:

- the introduction of a change of equipment on a type or variant currently operated,
- the introduction of a new variant within a type or class currently operated, and
- the recurrent training and checking of variations in aircraft configuration (when applicable).

Terminology

The terms used in the context of operation on more than one type or variant have the following meaning:

1. ‘Base aircraft’ refers to an aircraft used as a reference to compare differences with another aircraft.
2. ‘Variant’ refers to an aircraft or a group of aircraft within the same pilot type or class rating that has differences with the base aircraft and requires differences training or familiarisation.

4. A ‘variation in aircraft configuration’ refers to an aircraft or a group of aircraft within the same variant that has differences with the base aircraft and requires equipment and procedure training.
5. ‘Credit’ refers to the recognition of recurrent training, checking or recent experience based on commonalities between aircraft.
6. ‘Operator difference requirements (ODRs)’ refer to a formal description of differences between types or variants or aircraft configurations flown by a particular operator.
7. ‘Training’ refers to differences training, familiarisation and equipment training.
8. ‘Currency’ refers to the recurrent training on types and variants.

2.1.3.5.2 Compilation of ODR tables

The ODR tables shall identify one aircraft as the base aircraft from which to show the differences to candidate aircraft named difference aircraft in terms of technology (systems), procedures, pilot handling and aircraft management.

The general characteristics (ODR 1) of the difference aircraft shall be compared with the base aircraft or simulator with regard to:

1. General dimensions and aircraft design (wing span or category),
2. Flight deck general design,
3. Cabin layout,
4. Engines (number, type and position),
5. Limitations (flight envelope).

A general description (i.e. example) of table ODR 1 is given below:

Table: Example of table ODR 1: General

Base aircraft or simulator versus other aircraft				Compliance method		
General	Differences	FLT CHAR	PROC CHNG	Training	Checking	Currency
General description of aircraft (dimensions, weight, limitations, etc.)	Identification of the relevant differences between the base aeroplane and the difference aeroplane.	Impact on flight characteristics (performance and/or handling)	Impact on procedures (yes or no)	Assessment of the difference levels		

Consideration is given to differences in design between the candidate aircraft or simulator and the base aircraft. For this comparison, the Air Transport Association (ATA) 100 index is used. This index establishes a system and subsystem classification and then an analysis is performed for each index item with respect to the main architectural, functional and operations elements, including controls and indications on the systems control panel.

A general description (i.e. example) of table ODR 2 is given below:

Table: Example of table ODR2: System

Base aircraft or simulator versus other aircraft				Compliance method		
System	Differences	FLT CHAR	PROC CHNG	Training	Checking	Currency
Brief description of Systems and subsystems classified according to the ATA 100 index	List of differences for each relevant subsystem	Impact on flight characteristics (performance and/or handling)	Impact on procedures (yes or no)	Assessment of the difference levels		

Operational differences (ODR 3) encompass normal, abnormal and emergency situations and include any change in aircraft handling and flight management. It is necessary to establish a list of operational items for consideration on which an analysis of differences can be made. The operational analysis shall take the following into account:

1. Flight deck dimensions (e.g. size, cut-off angle and pilot eye height),
2. Differences in controls (e.g. design, shape, location and function),
3. Additional or altered function (flight controls) in normal or abnormal conditions,
4. Handling qualities (including inertia) in normal and abnormal configurations,
5. Performance in manoeuvres,
6. Aircraft status following failure,
7. Management (ECAM, EICAS, navaid selection and automatic checklists).

A general description (i.e. example) of table ODR 3 is given below:

Table: Example of table ODR3: Manoeuvres

Base aircraft or simulator versus other aircraft				Compliance method		
Manoeuvre	Differences	FLT CHAR	PROC CHNG	Training	Checking	Currency
Described according to phase of flight	List of relevant differences for each manoeuvre	Impact on flight characteristics (performance and/or handling)	Impact on procedures (yes or no)	Assessment of the difference levels		

Once the differences for ODR 1, ODR 2 and ODR 3 have been established, the consequences of differences evaluated in terms of flight characteristics (FLT CHAR) and change of procedures (PROC CHNG) shall be entered into the appropriate columns.

The final stage of the difference or familiarisation program is to establish crew training, checking and currency requirements. This may be established by applying the coded difference levels from the table below to the compliance method column of the ODR tables as shown above.

2.1.3.5.3 Difference levels

Difference levels are used to identify the extent of difference between a base and a candidate aircraft with reference to the elements described in the ODR tables. These levels are proportionate to the differences between a base and a candidate aircraft. A range of five difference levels in order of increasing requirements,

identified as A through E, are each specified for training, checking, and currency.

Difference levels apply when a difference with the potential to affect flight safety exists between a base and a candidate aircraft. Differences may also affect the knowledge, skills, or abilities required from a pilot. If no differences exist, or if differences exist but do not affect flight safety, or if differences exist but do not affect knowledge, skills, or abilities, then difference levels are neither assigned nor applicable to pilot qualification. When difference levels apply, each level is based on a scale of differences related to design features, systems, or manoeuvres. In assessing the effects of differences, both flight characteristics and procedures are considered since flight characteristics address handling qualities and performance, while procedures include normal, non-normal and emergency items.
Levels for training, checking, and currency are assigned independently, but are linked depending on the differences between a base and candidate aircraft. Training at level E usually identifies that the candidate aircraft is a different type to the base aircraft.

Difference levels are summarized in the table below for training, checking, and currency. Complete descriptions of difference levels for training, checking and currency are given further down below.

Table: Difference level versus training, checking and currency

Difference level versus training, checking and currency			
Difference level	Training	Checking	Currency
A	Self-instruction	Not applicable or integrated with the next proficiency check	Not applicable
B	Aided instruction	Task or system check	Self-review
C	System device or aircraft	Partial proficiency check using qualified device	Designated system
D	Manoeuvre training devices(1) or aircraft to accomplish specific manoeuvres	Partial proficiency check using qualified device(1)	Designated manoeuvre(s)(1)
E	FSTDs(2) or aircraft	Proficiency check using FSTD(2) or aircraft	As per regulation using FSTD(2) or aircraft
(1) FTD level 2, or FFS, or aeroplane (2) FFS level C or D, or aeroplane			

Training levels A and B require knowledge, levels C and D require additional skills. Training level E means that the differences are such that type rating training is required or, in the context of equipment and procedure training, aircraft/FSTD training and checking is required.

2.1.3.5.4 Difference levels for training

The training differences levels as specified below shall represent the minimum requirements. Devices associated with a higher difference level may be used to satisfy a training differences requirement.

Level A differences training shall be applicable to aircraft with differences that can adequately be addressed through self instruction. Level A training represents a knowledge requirement such that once appropriate information is provided understanding and compliance can be assumed to be demonstrated.Training needs

not covered by level A training may require level B training or higher.

Level B differences training shall be applicable to aircraft with system or procedure differences that can adequately be addressed through aided instruction. At level B aided instruction it is appropriate to ensure pilot understanding, emphasise issues, provide a standardised method of presentation of material or to aid retention of material following training.

Level C differences training shall only be accomplished through the use of devices capable of systems training. Level C differences training shall be applicable to variants having 'part task' differences that affect skills or abilities as well as knowledge. Training objectives focus on mastering individual systems, procedures or tasks as opposed to performing highly integrated flight operations and manoeuvres in 'real time'. Level C may also require self instruction or aided instruction of a pilot, but cannot be adequately addressed by a knowledge requirement alone. Training devices are required to supplement instruction to ensure attainment or retention of pilot skills and abilities to accomplish the more complex tasks, usually related to operation of particular aircraft systems. The minimum acceptable training media for level C is interactive computer based training, cockpit systems simulators, cockpit procedure trainers, part task trainers (such as Inertial Navigation System (INS), Flight Management System (FMS), or Traffic Collision Avoidance System (TCAS) trainers), or similar devices.

Level D differences training shall only be accomplished with devices capable of performing flight manoeuvres and addressing full task differences affecting knowledge, skills or abilities.

Devices capable of flight manoeuvres address full task performance in a dynamic 'real time' environment and enable integration of knowledge, skills and abilities in a simulated flight environment, involving combinations of operationally oriented tasks and realistic task loading for each relevant phase of flight. At level D, knowledge and skills to complete necessary normal, non-normal and emergency procedures are fully addressed for each variant.

Level D differences training shall require mastery of interrelated skills that cannot be adequately addressed by separate acquisition of a series of knowledge areas or skills that are interrelated. However, the differences are not so significant that a full type rating training course is required. If demonstration of interrelationships between the systems was important, the use of a series of separate devices for systems training would not suffice. Training for level D differences requires a training device that has accurate, high fidelity integration of systems and controls and realistic instrument indications. Level D training may also require manoeuvre visual cues, motion cues, dynamics, control loading or specific environmental conditions. Weather phenomena such as low visibility conditions or wind shear may or may not be incorporated. Where simplified or generic characteristics of an aircraft type are used in devices to satisfy level D difference training, significant negative training cannot occur as a result of the simplification.

Appropriate devices satisfying level D differences training range from those where relevant elements of aircraft flight manoeuvring, performance, and handling qualities are incorporated. The use of a manoeuvre training device or aircraft is limited for the conduct of specific manoeuvres or handling differences, or for specific equipment or procedures.

Level E differences training is applicable to candidate aircraft having such a significant 'full task' differences that a full type rating training course or a type rating training course with credit for previous experience on similar aircraft types is required to meet the training objectives.

The training requires a 'high fidelity' environment to attain or maintain knowledge, skills or abilities that shall only be satisfied by the use of FSTDs or the aircraft itself. Level E training, if done in an aircraft, shall be modified for safety reasons where manoeuvres can result in a high degree of risk.

When level E differences training is assigned, suitable credit or constraints may be applied for knowledge,

skills or abilities related to other pertinent aircraft types. The training programme shall specify the relevant subjects, procedures or manoeuvres.

2.1.3.5.5 Difference levels for checking

Differences checking shall address any pertinent Flight Crew Member testing or checking. Initial and recurrent checking levels are the same unless otherwise specified. It may be possible to satisfactorily accomplish recurrent checking objectives in devices not meeting initial checking requirements.

Level A differences checking indicates that no check related to differences is required at the time of differences training. However, a Flight Crew Member shall be responsible for knowledge of each variant flown.

Level B differences checking indicates that a 'task' or 'systems' check is required following initial and recurring training.

Level C differences checking requires a partial check using a suitable qualified device or the actual aircraft. A partial check is conducted relative to particular manoeuvres or systems.

Level D differences checking indicates that a partial proficiency check is required following both initial and recurrent training. In conducting the partial proficiency check, manoeuvres common to each variant may be credited and need not be repeated. The partial proficiency check covers the specified particular manoeuvres, systems or devices. Level D checking is performed using scenarios representing a 'real time' flight environment and uses qualified devices permitted for level D training or higher.

Level E differences checking requires that a full proficiency check be conducted in a level C or D full flight simulator (FFS), or in an aircraft, following both initial and recurrent training. Alternating checks are possible between the relevant aircraft, if appropriate, and credit may be defined for procedures or manoeuvres based on commonality. Assignment of level E checking requirements alone, or in conjunction with level E currency, does not necessarily result in assignment of a separate type rating.

2.1.3.5.6 Difference levels for currency

Differences currency addresses any currency and re-currency levels. Initial and recurrent currency levels are the same unless otherwise specified.

Level A currency is common to each aircraft and does not require separate tracking. Maintenance of currency in any aircraft suffices for any other variant within the same type rating.

Level B currency is 'knowledge-related' currency, typically achieved through self-review by the individual Flight Crew Member.

Level C currency is applicable to one or more designated systems or procedures, and relates to both skill and knowledge requirements. When level C currency applies, any pertinent lower level currency is also to be addressed.

When currency is lost, it may be re-established by completing required items using a device equal to or higher than that specified for level C training and checking.

Level D currency is related to designated manoeuvres and addresses knowledge and skills required for performing aircraft control tasks in real time with integrated use of associated systems and procedures. Level D currency may also address certain differences in flight characteristics including performance of any required manoeuvres and related normal, non-normal and emergency procedures. When level D is necessary, lower level currency is also addressed.

When currency is lost, currency may be re-established by completing pertinent manoeuvres using a device equal to or higher than that specified for level D differences training and checking.

Level E currency requires that recent experience requirements of Part FCL and operational requirements be complied with in each aircraft separately. Level E currency may also specify other system, procedure or manoeuvre currency items necessary for safe operations and requires procedures or manoeuvres to be accomplished in a level C or D simulator. Provisions shall be applied in a way which addresses the required system or manoeuvre experience.

When level E is assigned between aircraft of common characteristics, credit may be permitted. Assignment of level E currency requirements does not automatically lead to a determination on same or separate type rating. Level E currency is tracked by a means that is acceptable to the Competent Authority.

When currency is lost, currency may be re-established by completing pertinent manoeuvres using a device specified for level E differences training and checking.

2.1.3.5.7 Competence currency regarding non-normal and emergency procedures

Competency for non-normal and emergency manoeuvres or procedures is generally addressed by checking requirements. Particular non-normal and emergency manoeuvres or procedures may not be considered mandatory for checking or training. In this situation it may be necessary to periodically practice or demonstrate those manoeuvres or procedures specifying currency requirements for those manoeuvres or procedures.

2.1.4 Flight Crew Member qualification to operate in either pilot's seat

► *Refer to the Operations Manual Part A Section 4.6 – Flight Crew Member qualification to operate in either pilot's seat*

► *Refer to the Operations Manual Part D Annex 5 – Either seat Flight Crew Member qualification form*

2.1.4.1 General

Flight Crew Members who may be assigned to operate in either pilot's seat shall complete appropriate training and checking as specified below.

The training and checking for pilot qualification to operate in either pilot's seat shall include any safety-critical items as specified in Operations Manual Part B where the action to be taken by the pilot is different depending on which seat they occupy. Completion of the practical training and checking as mentioned in this paragraph is considered meeting this requirement.

For NCC, training shall be arranged so that all such items will have been covered in the preceding 3-year period.

NOTE

Completion of this training and checking within JNL also qualifies the flight crew member for operation in either seat on the same type within ASL BV (and visa versa).

NOTE

Completion of this training and checking within ASL NV also qualifies the flight crew member for operation in either seat on the same type within JNL BV / ASL BV (and visa versa).

NOTE

As the content of the flight crew member qualification to operate in either pilot seat is the same for ASL NV and JNL/ASL BV, Completion of this training and checking within ASL NV can be used for revalidation of the same qualification within JNL/ASL BV.

2.1.4.2 Initial training and checking

For the issue of a Flight Crew Member's (re)qualification to operate in either seat, practical right hand seat training and checking shall be conducted in a full flight simulator (FFS) relevant to the type or the actual aircraft, and shall contain at least the following exercises:

1. An engine failure during take off,
2. A one engine inoperative (OEI) approach followed by a go-around, and
3. A one engine inoperative (OEI) landing,

NOTE

In case the training and checking is being performed in the aircraft:

1. *The engine failure shall be simulated when engine-out manoeuvres are carried out,*
2. *An engine failure during take-off shall be performed at a safe speed above V_2,*

For CAT operations, the first issue of a Flight Crew Member's qualification to operate in either seat, line flying under supervision (LIFUS) shall be completed in the aircraft including at least two sectors with a Line Training Captain in the left hand seat. At least one sector shall be flown as Pilot Flying and one as Pilot Monitoring.

NOTE

If no observer seat is installed, the Line Training Captain shall occupy the left hand cockpit seat.

2.1.4.3 Additional information

If a full flight simulator (FFS) relevant to the type is used, the training and checking (except the line training), as detailed above, may be combined in one simulator session conducted by a TRE or SFE. The line training may be completed at a later stage on the actual aircraft.

The line training required in order to become a Line Training Captain (LTC) may be combined with the line training as specified above if all other requirements to be able to become a Line Training Captain (LTC) are met before commencing any training and/or checking related to the either hand seat qualification.

2.1.4.4 Recurrent training and checking

When holding an either hand seat qualification, the checks required by **section 2.6.6** for operating in the commander's seat shall be valid and current. For CAT operations, once a year, the operator proficiency check (OPC) shall include additional exercises from the right hand seat, as detailed in **section 2.1.4.2**.

The validity of the Flight Crew Member qualification to operate in either pilot's seat is 12 months.

If the qualification to operate from either seat was lost for 12 months or less (including the remainder of the month), the Trainee shall complete:

1. The practical checking as detailed in **section 2.1.4.2**

If the qualification to operate from either seat was lost for 12 months or more (including the remainder of the month), the Trainee shall complete:

1. The practical training as detailed in **section 2.1.4.2** (excluding the line flying under supervision),
2. The practical checking as detailed in **section 2.1.4.2**

2.1.5 Recurrent training and checking program

Each flight crew member shall

- Complete annual recurrent flight and ground training relevant to the type or variant, and associated equipment of aircraft on which he operates, including training on the location and use of all emergency and safety equipment carried on board the aircraft;
- Be periodically checked to demonstrate competence in carrying out normal, abnormal and emergency procedures.

For CAT operations, the operator proficiency checks and the line checks are both part of the periodic checks.
For NCC operations, the periodic check may be a license proficiency check or a line check.

The periodic check shall be conducted every 12 months and may be combined with the proficiency check;
Each flight crew member shall complete the periodic check as part of the normal crew complement.

The Company shall monitor the validly of each recurrent training and checking. The validity period shall be counted from the end of the month in which the recency, training or check was completed.

The flight crew member shall complete the following training and checking:

NOTE

The training and checking as detailed in this section does not include any required recurrent training and checking for operations on more than 1 type (class) or the qualification to operate on either seat. Difference and/or familiarisation training requirements may also include a recurrent and/or currency section.

Table: Flight Crew Member recurrent training and checking program

Flight Crew Member recurrent training and checking program		
Description	Manual reference	Validity
Ground training and checking(5+9)	**Section 2.6.3**	12 months
General emergency and safety equipment (E&SE) training and checking(5+9)	**Section 2.6.4**	12 months
Evacuation training and checking(3+5+9)	**Section 2.6.4**	36 months
Fire fighting training and checking(3+5+9)	**Section 2.6.4**	36 months
First aid training and checking(3+5+9)	**Section 2.6.4**	36 months
Aircraft or flight simulation training device training and checking(5+9)	**Section 2.6.5**	12 months
Operator proficiency check (OPC)(3+9)	**Section 2.6.6**	6 months
Crew resource management (CRM) training(5+9)	**Section 2.6.8**	12 months
Dangerous goods (DG) training and checking(9)	**Section 2.6.9**	24 months
Company manuals and procedures training and checking(5+9)	**Section 2.6.10**	12 months
Low visibility procedures training and checking(5+9)	**Section 2.6.11**	12 months(1+2)
Area, route and aerodrome knowledge training and checking(5+9)	**Section 2.6.12**	12 months
Reduced vertical separation minima (RVSM) training and checking(5+9)	**Section 2.6.14**	36 months(1+2)
Steep approach training(3+9)	**Section 2.6.15**	12 months(1+2)

Flight Crew Member recurrent training and checking program		
Description	Manual reference	Validity
Pre-flight training(3+9)	**Section 2.6.18**	24 months
Compliance Monitoring training(5+9)	**Section 2.6.19**	As required
Security training(3+5+9)	**Section 2.6.20**	36 months
Flight Crew Member incapacitation training and checking(5+9)	**Section 2.6.22**	12 months
Airborne collision avoidance system (ACAS) training and checking(3+5+9)	**Section 2.6.23**	36 months
Volcanic ash operation training and checking(3+5+9)	**Section 2.6.24**	As required
Standard operating procedures (SOP) training and checking(5+9)	**Section 2.6.25**	36 months
Cold weather operations training and checking(3+5+9)	**Section 2.6.26**	12 months
Line check(3+9)	**Section 2.6.27**	12 months
Upset Prevention and Recovery Training(9)	**Section 2.6.33**	12 months(6)
Mental Health in aviation (5+8+9)	**Section 2.6.36**	36 months
Safety Training(5+9)	**Section 2.6.35**	As required
ASL BV		
Fatigue Risk Management(7)	**Section 2.6.31**	36 months
END ASL BV		
JNL		
NAT HLA MNPS training and checking	**Section 2.6.17**	36 months(1+2)
END JNL		
Note 1: When the type of aircraft to be flown is not approved, or there is no intention, to fly in certain airspace or certain procedures, the Trainee shall be exempted from the relevant course. *Note 2: When the training and/or checking were not performed or the checking was not completed successfully, the Trainee shall not be allowed to operate in the applicable airspace or use the applicable procedure.* *Note 3: Not applicable to non-commercial operations with complex motor-powered aircraft (NCC).* *Note 4: N/A* *Note 5: Not applicable if the course has been followed before within the ASL Group and the validity (if applicable) has not been expired.* *Note 6: The theoretical Upset Prevention and Recovery Training shall be performed every 36 months and the practical part shall be performed every 12 months.* **ASL BV** *Note 7: Ony applies to Flight Crew Members operating aircraft with a MOPSC of more than 19 for which Commission Regulation (EU) No 83/2014 shall be applicable.* **END ASL BV** *Note 8: Mental Health in aviation recurrent shall be given via safety training.* *Note 9: After successfull completion of the training and checking for type EMB135/145, the qualification is valid for both JNL and ASL BV (because the training and checking programs used by both JNL and ASL BV are identical).*		

2.1.6 Command conversion course

► *Refer to the Operations Manual Part A Section 4.1.6.3 – Crewing of inexperienced Flight Crew Members*

► *Refer to the Operations Manual Part A Section 5.2.8 – Command conversion course*

For nomination as Commander (PIC), the minimum experience levels as prescribed in the Operations Manual Part A shall be met.

A Commander (PIC) shall be proposed by the Training Manager and shall be accepted by the Performance Review Board (PRB). He shall be given a clear statement of his individual duties and responsibilities.

The Command conversion course shall be divided into 4 parts as detailed below.

NOTE

If the Company did not previously employ the Trainee and/or the Trainee is converting to a new type, the command conversion course may be combined with the applicable other conversion course.

NOTE

After successful completion of the command conversion course, the qualification is valid for both JNL and ASL BV.

NOTE

After successful completion of the command conversion course within ASL NV, the qualification is also valid for JNL BV, provided the FCM was already qualified as F/O within JNL BV.

2.1.6.1 Theoretical training and checking

The following ground courses shall be organised:

1. Command responsibilities training,
2. Every First Officer proposed for Command Conversion shall successfully pass a Command Board as a standard company requirement. Exceptions may only be granted in special circumstances as determined and approved by the PRB. The Command Board shall assess, at a minimum, company specific aspects, leadership and decision-making competencies, and knowledge and application of Standard Operating Procedures (SOPs).
3. Crew resource management (CRM) training as Commander. (for CAT operation only)

The Command responsibility training shall encourage discussion on all subjects with emphasis on the subject of Command.
A Command board may consist of one or more of the following: the Training Manager, Flight Operations Manager, Accountable Manager, Safety Manager, a qualified LTC, or their respective deputies.
The minimum number of board members is two. The board will consist of an in-house case study in which the candidate will be required to prepare and present their flight.
The Flight Crew Member shall not be assessed when completing elements of CRM training that are included in the Command conversion course, although feedback should be given.

2.1.6.2 Practical training and checking

For Flight Crew Members upgrading to the position of Commander (PIC), practical training and checking shall be organised using a flight simulation training device (FSTD) or aircraft to include for all types of aircraft:

1. Training in the left hand seat including a review of all aircraft systems and procedures with a focus on the Commander's required duties and responsibilities,

NOTE

The training shall include line oriented flight training (LOFT) to make the Trainee familiar with all phases of flight as being the Commander (PIC).

2. Special operations such as but not limited (if not already included in any other program) to steep approach training, low visibility procedures, upset recovery and windshear recovery,
3. ATPL(A) skill test in accordance with Appendix 9 of Commission Regulation (EU) N° 1178/2011,

NOTE

Only if applicable to the type of aircraft and/or if not yet completed before. If to be completed, extra time for the practical checking may be required especially when to be combined with the Company operator proficiency check (OPC).

4. A. For CAT operations: a license proficiency check (if required and/or if not replaced by the ATPL(A) skill test) and/or operator proficiency check as a Commander or PIC.

4. B. For NCC operations: the demonstration of competence operating as Pilot-in-Command (PIC) which may be achieved by:

    1. Completing a proficiency check in the role of Pilot-in-Command (PIC); or

    2. Operating at least one flight under the supervision and to the satisfaction of a suitably qualified Pilot-in- Command (PIC) nominated by the Company.

2.1.6.3 Line flying under supervision

► ***Refer to the Operations Manual Part D Section 2.6.7 - Line flying under supervision***

NOTE

Only applicable for CAT operations.

A minimum program for line training shall be proposed by the Training Manager in respect of the experience of the upgrading Flight Crew Member but not less than the minima specified in this manual.

During line flying under supervision, a continuous assessment shall be made using the line training form as found in annex to this manual. Unsatisfactory progress shall be reported or discussed promptly and if necessary a clear recommendation made to enable the Training Manager to decide whether to continue or suspend the training.

NOTE

Any decision shall be taken after consulting the Performance Review Board (PRB).

2.1.6.4 Line check

NOTE

Only applicable for CAT operations.

A line check shall be performed to finalize the Command conversion course and to demonstrate competence operating as commander, and to demonstrate adequate knowledge of the route or area to be flown and of the airports, including alternate airports, facilities and procedures to be used.

NOTE

The command conversion line check performed with ASL BV or JNL qualifies the flight crew member for both JNL and ASL BV.

2.1.7 Specific Conversion Course for External Line Check Captain

2.1.7.1 General

This specific conversion course is designed for pilots who temporarily join the company and will be nominated to conduct line checks. This is in case the company has no (or not enough) company type-rated Line Training Captains (LTC) or Line Check Captains (LCC) to conduct line checks.

2.1.7.2 Requirements

An External Line Check Captain (LCC) shall be type rated in the type where he or she provides the checking. In addition, he or she shall either be qualified as an examiner under Regulation (EU) No 1178/2011 or have a line check authorisation on type with another operator.

2.1.7.3 Initial and recurrent training and checking

The operator conversion training shall include training as follows:

1. normal procedures, which include flight planning and ground-handling and flight operations, including performance, mass and balance, fuel schemes, selection of alternates, and ground de-icing/anti-icing;
2. abnormal and emergency procedures, which include pilot incapacitation as applicable.

The operator shall ensure that the line checker is familiar with:

1. the operating procedures and the use of checklists used by the operator;
2. the emergency and safety equipment installed or carried on the operated aircraft.

After the training, a check will confirm adequate knowledge of the external Line Checker.

2.1.7.4 Limitations

After the completion of the specific conversion course, the following apply:

1. The line checker shall not exercise duties at the controls of the aircraft.
2. The line checker shall only conduct recurrent line checks of pilots whose previous line check has not expired.

2.1.7.5 Mandatory observation flight

In addition to the line check, when performed by an External Line Check Captain, each fight crew member shall undergo a yearly supervision flight by a company Flight Instructor Supervisor (FIS).

2.1.7.6 Administration

The specific operator conversion course shall be conducted using computer-based training or (virtual) classroom training. The minimum duration of the course is 2 hours. The external line checker shall be nominated by the Training Manager before an actual checking event shall take place. A company authorisation will be issued with a validity of maximum 6 months.

2.2 Cabin Crew Member ASL BV

- ► *Refer to the Operations Manual Part A Section 1.4 – Authority, duties and responsibilities of the crew*
- ► *Refer to the Operations Manual Part A Section 4 – Crew composition*
- ► *Refer to the Operations Manual Part A Section 5.3 – Cabin Crew Member qualification requirements*

2.2.1 General

This section contains a description of the training and/or checking required for Cabin Crew Members to be able to conduct their duties.

The minimum qualification, experience and recency requirements for Training and/or Checking Personnel for Cabin Crew members are detailed in this section.

A description of the licenses, ratings, experience and recency required for Cabin Crew Members to be able to conduct their duties are also found in this section.

2.2.1.1 Cabin Crew minimum qualification requirements

Cabin crew members shall only be assigned to duties, and operate, on a particular aircraft type or variant if they:

1. Hold a valid attestation;
2. Are qualified on the type or variant;
3. Have reached the minimum age of 21 years for operating single cabin crewmember operations within JNL;
4. Passed the medical examination or assessment as required by Part-MED.

To be qualified for an aircraft type or a variant, the holder:

1. Shall comply with the applicable training, checking and validity requirements, covering as relevant to the aircraft to be operated:
    a. Aircraft-type specific training, operator conversion training and familiarisation;
    b. Differences training (if applicable);
    c. Recurrent training, (including dangerous goods and security);
    d. Line Check
2. Shall have operated within the preceding 6 months on the aircraft type, or shall have completed the relevant refresher training and checking before operating again on that aircraft type.

Cabin crew attestations shall only be issued to applicants who have passed the examination following completion of an initial training course for the issue of an attestation.

2.2.1.2 Cabin crew attestations

Cabin crew attestations shall be issued:

1. By the competent authority; and/or
2. By an organisation approved to do so by the competent authority.

JNL does not provide training for the issue of a cabin crew attestation and shall only take candidates into type specific and operator conversion training after verification that the candidate holds a valid attestation.

The cabin crew attestation shall be issued with unlimited duration and shall remain valid unless:

1. It is suspended or revoked by the competent authority; or
2. Its holder has not exercised the associated privileges during the preceding 60 months on at least one aircraft type.

2.2.1.3 Cabin crew training and checking

Training and checking programmes including syllabi as specified in this manual shall be approved by the competent authority.

When establishing the aircraft type specific and the operator conversion training programmes and syllabi, the operator shall include, where available, the relevant elements defined in the mandatory part of the operational suitability data established in accordance with Regulation (EU) No 748/2012.

For the EMB135/145 this data is not available.

Each training course includes theoretical and practical instruction together with individual or collective practice, as relevant to each training subject, in order that the cabin crew member achieves and maintains the adequate level of proficiency.

Each training course shall be:

1. Conducted in a structured and realistic manner; and
2. Performed by personnel appropriately qualified for the subject to be covered.

During or following completion of all training required, each cabin crew member shall undergo a check covering all training elements of the relevant training programme, except for crew resource management (CRM) training.

Checks shall be performed by personnel appropriately qualified to verify that the cabin crew member has achieved and/or maintains the required level of proficiency.

Checking required for each training course should be accomplished by the method appropriate to the training element to be checked. These methods include:

1. Practical demonstration;
2. Computer-based assessment;
3. In-flight checks;
4. Oral or written tests.

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

CRM training courses and CRM modules where applicable shall be conducted by a cabin crew CRM instructor. When CRM elements are integrated in other training, a cabin crew CRM instructor shall manage the definition and implementation of the syllabus.

After a cabin crew member has successfully completed a training course and the associated check, the Training Manager shall:

1. Update the cabin crew member's training records and include the details in Skylegs; and
2. Provide him/her with a signed and stamped list showing updated validity periods as relevant to the aircraft type(s) and variant(s) on which the cabin crew member is qualified to operate.

Training devices and training locations:

1. Training should include the use of cabin training devices, audio-visual presentations, computer-based training and other types of training, as most appropriate to the training element; and
2. A reasonable balance between the different training methods should be ensured so that the cabin crew member achieves the level of proficiency necessary for a safe performance of all related cabin crew duties and responsibilities.

Representative training device may be used to train cabin crew as an alternative to the use of the actual aircraft or required equipment. Within JNL we will try to use the actual aircraft as training device and environment as much as possible for the different types of training.

Table: Cabin Crew Member aircraft type specific training and operator conversion training and checking program

Description	Manual reference	Type of conversion	
		Company (CAT)	Type (CAT)
Aircraft Type Specific Training	**Section 2.2.4.2**	X	X
Evacuation and door training	**Section 2.2.4.2**	X	X
Operator Conversion Training	**Section 2.2.4.3**	X	X
Flight time limitations and rest requirements	**Section 2.2.5**	X(1)(3)	X(1)(3)
Difference Training	**Section 2.2.3**	X	X
Security Training	**Section 2.6.20**	X(1)	
Safety Training	**Section 2.6.35**	X(1)	
Compliance Monitoring Training	**Section 2.6.19**	X(1)	
Dangerous Goods Training	**Section 2.6.9**	X(1)	
Fatigue Risk Management Training	**Section 2.6.31**	X(1)	
Mental Health in Aviation	**Section 2.6.36**	X	
CRM Training	**Section 2.2.2**	X(2)	X
Familiarisation Training	**Section 2.2.7**	X	X
Line Check	**Section 2.2.5.3**	X	X

Note 1: During an operator conversion course, a Cabin Crew Member may be exempted from one or more courses provided he/she could prove that he/she has successfully followed the course before and the validity of the course has not yet expired.
Note 2: Credit for an initial CRM training may be given for a course provided by another operator, or a third party or training organisation. In this event, the operator should ensure that the content of the course meets his/her operational requirements.and the validity of the course has not yet expired.
Note 3: Only applicable for single cabin crew operations.
Note 4: When credit is given for previous training this shall be formally documented.

2.2.2 Cabin Crew Resource Management (CRM) Training

CRM is the effective utilisation of all available resources (e.g. crew members, aircraft systems, and supporting facilities) to achieve safe and efficient operation. The objective of CRM is to enhance the communication and management skills of the crew member, as well as the importance of effective coordination and two-way communication between all crew members.

The operator cabin crew CRM training and the operator type conversion CRM training shall give the opportunity for cabin crew members to interact and communicate in an environment conducive to learning. The CRM training is provided in group sessions away from the presures of the usual working environment. In addition to this, CRM training elements are covered during the operator type conversion training.

By using different tools such as group discussions, team task analysis, team task simulation and providing feedback on the non technical aspects. Both non-operational environment (classroom) and operational environment (cabin training device and/or aircraft) are used in CRM training.

CRM principles are integrated into the relevant parts of cabin crew training and operations, including checklists, briefings and emergency procedures.

The Training Manager is responsible for both cockpit and cabin crew compliance based CRM training. He is responsible for effective liaison and transfer of relevant knowledge and skills between cockpit and cabin crew trainers. This also includes liaison with the party providing the company CRM and the aircraft type conversion CRM training.

1. The Training Manager should ensure that the content of the course covers the specific culture, the type of operations and the associated procedures of the operator. When crew members from different operators attend the same course, the CRM training should be specific to the relevant flight operations and to the trainees concerned.
2. The Training Manager shall ensure that hazards and risks identified by the management system are included in the training.
3. The Training Manager shall ensure that the Operator,s CRM training and the Operator aircraft type conversion CRM training meet the requirements as indicated in the table below and the training is given by a qualified cabin crew CRM trainer.
4. The Training Manager shall ensure that all elements for the annual recurrent training are covered over a period not exceeding 3 years.
5. Recurrent training where CRM elements are integrated into the training can be given by trainers who have acquired relevant knowledge of human performance and limitations and have completed appropriate CRM training. TRI’s or cabin crew trainers who additionally completed HPL training meet these requirements.
6. The Training Manager shall ensure that the recurrent CRM training shall be updated at least every 3 years.
7. The Training Manager is responsible that every 3 years a combined flight crew, cabin crew CRM training takes place.

This combined training should address at least:

1. effective communication, coordination of tasks and functions of flight crew and cabin crew; and
2. mixed multinational and cross-cultural flight crew and cabin crew, and their interaction, if applicable.

This combined CRM training should be conducted by a flight crew CRM trainer or cabin crew CRM trainer.

2.2.2.1 CRM training syllabus

Table below specifies which CRM training elements should be covered in each type of training. The levels of training can be described as follows:

1. ‘Required’ means training that should be instructional or interactive in style to meet the objectives specified in the CRM training programme or to refresh and strengthen knowledge gained in a previous training.
2. ‘In-depth’ means training that should be instructive or interactive in style taking full advantage of group discussions, team task analysis, team task simulation, etc., for the acquisition or consolidation of knowledge, skills and attitudes. The CRM training elements should be tailored to the specific needs of the training phase being undertaken.

Table – Cabin Crew CRM training

CRM training elements	Operator's CRM training	Operator aircraft type conversion training	Annual recurrent training	Senior cabin crew member (SSC) course
General principles				
• Human factors in aviation; • General instructions on CRM principles and objectives; • Human performance and limitations; • Threat and error management	Required	Not Required	Required	Required
Relevant to the individual cabin crew member				
• Personality awareness, human error and reliability, attitudes and behaviours, self-assessment and self-critique; • Stress and stress management; • Fatigue and vigilance; • Assertiveness, situation awareness, information acquisition and processing	Required	Required	Required (3-year cycle)	Required
Relevant to the entire aircraft crew				
• Shared situation awareness, shared information acquisition and processing; • Workload management; • Effective communication and coordination between all crew members including the flight crew as well as inexperienced cabin crew members; • Leadership, cooperation, synergy, delegation, decision-making, actions; • Resilience development; • Surprise and startle effect; • Cultural differences; • Identification and management of the passenger human factors: crowd control, passenger stress, conflict management, medical factors.	In-depth	Required when relevant to the type(s)	Required (3-year cycle)	In-depth
Specifics related to the aircraft types (narrow-/wide-bodied, single-/multi-deck), flight crew and cabin crew composition and number of passengers	Required	In-depth	Required (3-year cycle)	In-depth

Relevant to the operator and the organisation				
• Operator’s safety culture and company culture, standard operating procedures (SOPs), organisational factors, factors linked to the type of operations; • Effective communication and coordination with other operational personnel and ground sevices; • Participation in cabin safety incident and accident reporting.	In-depth	Required when relevant to the type(s)	Required (3-year cycle)	In-depth
Case-studies	In-depth	Required when relevant to the type(s)	In-depth	In-depth

1. Main aspects resilience development
    a. Mental flexibility
        A. understand that mental flexibility is necessary to recognise critical changes;
        B. reflect on their judgement and adjust it to the unique situation;
        C. avoid fixed prejudices and over-reliance on standard solutions; and
        D. remain open to changing assumptions and perceptions.
    b. Performance adaptation
        A. mitigate frozen behaviours, overreactions and inappropriate hesitation; and
        B. adjust actions to current conditions.
2. Surprise and startle effect – Unexpected, unusual and stressful situations including interruptions and distractions. Prepare cabin crew to master sudden events and associated uncontrolled reactions.
3. Cultural differences – Cultural differences of multinational and cross-cultural crews. This includes recognising that:
    a. Different cultures may have different communication specifics, ways of understanding and approaches to the same situation or problem;
    b. Difficulties may arise when crew members with different mother tongue communicate in a common language which is not their mother tongue; and
    c. Cultural differences may lead to different methods for identifying a situation and solving a problem.
4. Operator’s safety culture and company culture – The operator’s safety culture, its company culture, the type of operations and the associated procedures of the operator. This includes areas of operations that may lead to particular difficulties or involve unusual hazards.
5. Case studies
    1. Aircraft type-specific case studies, based on the information available within the operator’s management system, including:
        a. accident and serious incident reviews to analyse and identify any associated non-technical causal and contributory factors, and instances or examples of lack of CRM; and
        b. analysis of occurrences that were well managed.
    2. If relevant aircraft type-specific or operator-specific case studies are not available, other case studies relevant to the scale and scope of its operations are used.

Table: Cabin Crew CRM recurrent training matrix

Cabin Crew CRM recurrent training	
Year	Subject
Every Year	Human factors in aviation; General instructions on CRM principles and objectives; Stress and stress management; Human performance and limitations; Case based studies.
Module 1 (2021, 2024,...)	Shared situation awareness, shared information acquisition and processing; Workload management; Effective communication and coordination between all crew members including the flight crew as well as inexperienced cabin crew members; Leadership, cooperation, synergy, delegation, decision-making, actions; Resilience development; Surprise and startle effect; Cultural differences;
Module 2 (2022, 2025,...)	Identification and management of the passenger human factors: crowd control, passenger stress, conflict management, medical Specifics related to aircraft types (narrow-/wide-bodied, single-/multi- deck), flight crew and cabin crew composition and number of passengers Operator's safety culture and company culture, standard operating procedures (SOPs), organisational factors, factors linked to the type of operations; Effective communication and coordination with other operational personnel and ground services; Participation in cabin safety incident and accident reporting.
Module 3 (2023, 2026,...)	Personality awareness, human error and reliability, attitudes and behaviours, selfassessment and self-critique; Stress and stress management; Fatigue and vigilance; Assertiveness, situation awareness, information acquisition and processing

2.2.3 Difference Training

► ***Refer to the Operations Manual Part D Annex 24 – Cabin Crew Training Syllabus***

2.2.3.1 General

In addition to the aircraft type specific and operator conversion training, the cabin crew member shall complete appropriate training and checking covering any differences before being assigned on:

1. a variant of an aircraft type currently operated; or
2. a currently operated aircraft type or variant with different:
    a. safety equipment;
    b. safety and emergency equipment location; or
    c. normal and emergency procedures.

2.2.3.2 Difference training programme

The differences training programme shall:

1. Involve training and practice in a representative training device or the actual aircraft as relevant to the difference training element to be covered.
2. The difference training includes the differences in use and location of safety and emergency equipment and the differences in the normal and emergency procedures as well as other relevant differences.

2.2.3.3 Administration

The training shall be conducted by appropriately qualified persons. Familiarisation flights and visits shall recorded in the training record of the cabin crew member.

2.2.4 Aircraft type specific training and operator conversion training

► *Refer to Operations Manual Part D Annex 24- Cabin Crew Training Syllabus*

2.2.4.1 General

Each Cabin Crew member shall have completed appropriate aircraft type specific training and operator conversion training, as well as the associated checks, before being:

1. First assigned by the operator to operate as a cabin crew member; or
2. Assigned by that operator to operate on another aircraft type.

2.2.4.2 Aircraft type specific training programme

The aircraft type specific training programme shall:

1. Involve training and practice on a representative training device or on the actual aircraft; and
2. Cover at least the following aircraft type specific training elements:
    a. Aircraft description as relevant to cabin crew duties;
    b. All safety equipment and systems installed relevant to cabin crew duties;
    c. Operation and actual opening, by each cabin crew member, of each type or variant of normal and emergency doors and exits in the normal and emergency modes;
    d. Demonstration of the operation of the other exits including flight crew compartment windows;
    e. Fire and smoke protection equipment where installed;
    f. Evacuation slide training, where fitted;
    g. Operation of the seat, restraint system and oxygen system equipment relevant to pilot incapacitation.

NOTE

Item c and f are trained in the course “Evacuation and doors training”.

2.2.4.3 Operator conversion training programme

The Operator conversion training programme for each aircraft type to be operated shall:

1. Involve training and practice on a representative training device or on the actual aircraft;
2. Include training in the operator's standard operating procedures for cabin crew members to be first assigned to duties by the operator;
3. Cover at least the following operator specific training elements as relevant to the aircraft type to be operated:
    a. Description of the cabin configuration;
    b. Location, removal and use of all portable safety and emergency equipment carried on-board;
    c. All normal and emergency procedures;
    d. Passenger handling and crowd control;
    e. Fire and smoke training including the use of all related fire-fighting and protective equipment representative of that carried on-board;
    f. Evacuation procedures;
    g. Pilot incapacitation procedures;
    h. Applicable security requirements and procedures;
    i. Crew resource management.

2.2.4.4 Administration

Type specific and operator conversion training is provided by appropriately qualified persons. Type specific and operator conversion training should be recorded in the training record of the cabin crew member.

2.2.5 Single Cabin Crew Member training

► *Refer to Operations Manual Part D Annex 23- Cabin Crew Line Training form*

► *Refer to Operations Manual Part D Annex 21- Line Check – Familiarisation Flight form*

2.2.5.1 General

Cabin crew members who have no previous operating experience as single cabin crew member shall only be assigned to such type of operation after they have:

1. completed the operator conversion training, aircraft type specific training and single cabin crew member training.
2. at least 3 months of experience as operating Cabin Crew Member.
3. successfully passed the checks verifying their proficiency in discharging their duties and responsibilities in accordance with the procedures specified in the operations manual; and
4. undertaken familiarisation flying of at least 20 hours and 15 sectors on the relevant aircraft type under the supervision of an appropriately experienced cabin crew member.

NOTE

Cabin crew members joining the company for single cabin crew operations, but who have no previous experience as operating cabin crew member, shall after they have successfully completed their initial familiarisation flying and line check, complete at least 3 months as operating cabin crew member under supervision of an appropriately experienced cabin crew member.

An appropriately experienced cabin crew member is a cabin crew member with a minimum of one year of experience as cabin crew member.

Taking into account the previous experience and progression of the Cabin crew member, the 15 sectors and 20 hours of familiarisation flying required before being assigned as single cabin crew member in single cabin crew operations can take place during this 3 months experience period.

2.2.5.2 Initial training and checking

The following additional training elements shall be covered with particular emphasis to reflect single cabin crew operations:

1. responsibility to the commander for the conduct of normal and emergency procedures;
2. importance of coordination and communication with the flight crew, in particular when managing unruly or disruptive passengers;
3. review of operator requirements and legal requirements;
4. documentation;
5. accident and incident reporting;
6. flight and duty time limitations and rest requirements.

2.2.5.3 Administration

The training shall be conducted by appropriately qualified persons. Single cabin crew member training shall be recorded in the training record of the cabin crew member.

2.2.6 Senior Cabin Crew Member training

► *Refer to Operations Manual Part A 5.3.1.2 – Senior Cabin Crew Member*

► *Refer to Operations Manual Part A 5.3.7.7 – Senior Cabin Crew Member training*

2.2.6.1 General

Whenever more than one Cabin Crew Member is designated for a flight, one shall be nominated as the Senior Cabin Crew Member (SCCM). He shall have:

1. At least 1 year's experience as an operating Cabin Crew Member, in addition to the requirements as set out above;
2. Successfully completed a senior cabin crew training course and associated checks.

During the training the senior cabin crew member should demonstrate the ability:

1. to manage the operation; and
2. to take appropriate leadership and management decisions.

2.2.6.2 Initial training and checking

The senior cabin crew member training course should at least cover the following elements:

1. Pre-flight briefing:
2. Cooperation within the crew:
3. Review of operator requirements and legal requirements:
4. Accident and incident reporting.
5. Human factors and CRM (all applicable elements specified in **Table – Cabin crew CRM training** shall be integrated into the training and covered to the level required by Column ‘Senior Cabin Crew Course’.)
6. Flight and duty time limitations and rest requirements (FTL).

2.2.6.3 Administration

The training shall be conducted by appropriately qualified persons. Senior cabin crew member training shall be recorded in the training record of the cabin crew member.

2.2.7 Familiarisation training

- ► *Refer to the Operations Manual Part D Annex 21 – Line check / Familiarisation Flight Form Cabin Crew*
- ► *Refer to the Operations Manual Part D Annex 22 – Aircraft Familiarization Visit Form*
- ► *Refer to the Operations Manual Part D Annex 23 – Line Training Form Cabin Crew*

After completion of aircraft type specific training and operator conversion training on an aircraft type, each cabin crew member shall complete appropriate supervised familiarisation on the type followed by a Line Check before being assigned to operate as a cabin crew member.

2.2.7.1 Familiarisation flights and aircraft familiarisation visits

For CAT operations, familiarisation of cabin crew to a new aircraft type or variant should be completed in accordance with the following, as relevant:

1. Each new entrant cabin crew member having no previous comparable operating experience should participate in:
    a. a familiarisation visit, to the aircraft to be operated; and
    b. familiarisation flights.
2. A cabin crew member assigned to operate on a subsequent aircraft type with the same operator should participate either in:
    a. a familiarisation flight; or
    b. a familiarisation visit, to the aircraft type to be operated.

NOTE

A cabin crew member assigned to operate on the same aircraft type with a different operator should participate either in a familiarisation flight, or a familiarisation visit, to the aircraft type to be operated.

2.2.7.1.1 Familiarisation flights

During familiarisation flights, the cabin crew member should be assigned as trainee in addition to the minimum number of cabin crew.

Familiarisation flights should be:

1. Conducted under the supervision of the senior cabin crew member;
2. Structured and conducted with the cabin crew member participating in pre-flight, in-flight and post-flight safety duties. The trainee shall be seated on the first row of passenger seats during take-off and landing;
3. Operated with the cabin crew member wearing the operator's cabin crew uniform recognizable as trainee.

2.2.7.1.2 Aircraft familiarisation visits

Aircraft visits should enable the cabin crew member to become familiar with the aircraft environment and its equipment. Accordingly, aircraft visits should be conducted by appropriately qualified persons. The aircraft visit should provide an overview of the aircraft's exterior, interior and aircraft systems with emphasis on the following:

1. interphone and public address systems;
2. evacuation alarm systems;
3. emergency lighting;
4. smoke detection systems;
5. safety and emergency equipment;
6. flight crew compartment;
7. cabin crew stations;
8. lavatories;
9. galleys, galley security and water shut-off;
10. cargo areas if accessible from the passenger compartment during flight;
11. circuit breaker panels located in the passenger compartment;
12. crew rest areas; and
13. doors/exits location and environment.

An aircraft familiarisation visit may be combined with the aircraft type specific training or operator conversion training.

2.2.7.2 Cabin crew members on operations other than CAT

For cabin crew members assigned to operations other than CAT, familiarisation should be completed by means of an aircraft familiarisation visit, or a familiarisation flight, as appropriate taking into account the aircraft type to be operated by the cabin crew member.

2.2.7.3 Line check

In order to verify Cabin Crew members proficiency in discharging their duties and responsibilities in accordance with the procedures specified in the operations manual each cabin crew member shall successfully pass a Line Check. The Line Check validity period shall be 12 calendar months counted from the end of the month when the check was taken.

Familiarisation flights, visits and Line Check shall be recorded in the training record of the cabin crew member.

NOTE

When a cabin crew is qualified on more than one type, a line check shall be performed on each type.

2.2.8 Recurrent training

2.2.8.1 General

Each cabin crew member shall complete annually recurrent training and checking. Recurrent training shall cover the actions assigned to each member of the cabin crew in normal and emergency procedures and drills relevant to each aircraft type and/or variant to be operated.

Table: Cabin Crew Member recurrent training and checking program

Description	Manual reference	Validity
Recurrent Training	**Section 2.2.8.2**	12 months
Evacuation and door training	**Section 2.2.8.2**	36 months
Fire fighting training	**Section 2.2.8.3**	36 months
Security Training	**Section 2.6.20**	36 months
Safety Training	**Section 2.6.35**	As required
Compliance Monitoring Training	**Section 2.6.19**	As required
Dangerous Goods Training	**Section 2.6.9**	24 months
Fatigue Risk Management Training	**Section 2.6.31**	24 months
Mental Health in Aviation(1)	**Section 2.6.36**	36 months
CRM Training	**Section 2.2.2**	12 months
CRM combined Training	**Section 2.2.2**	36 months
Line Check	**Section 2.2.7.3**	12 months
Note 1: Mental Health in aviation recurrent shall be given via safety training.		

2.2.8.2 Aircraft type specific training elements

1. Recurrent training shall include annually touch-drills by each cabin crew member for simulating the operation of each type or variant of normal and emergency doors and exits for passenger evacuation.
2. Recurrent training shall also include at intervals not exceeding three years:
    a. operation and actual opening by each cabin crew member, in a representative training device or in the actual aircraft, of each type or variant of normal and emergency exits in the normal and emergency modes;
    b. actual operation by each cabin crew member, in a representative training device or in the actual aircraft, of the flight crew compartment security door, in both normal and emergency modes, and of the seat and restraint system, and a practical demonstration of the oxygen system equipment relevant to pilot incapacitation;
    c. demonstration of the operation of all other exits including the flight crew compartment windows; and
    d. demonstration of the use of the life-raft, or slide raft, where fitted.

2.2.8.3 Operator specific training elements

1. Recurrent training shall include annually:
    a. by each cabin crew member:
        A. location and handling of all safety and emergency equipment installed or carried on board (incl. all relevant oxygen systems, and any equipment such as defibrillators if carried on board); and
        B. the donning of life-jackets, portable oxygen and protective breathing equipment (PBE);
    b. stowage of articles in the passenger compartment;
    c. procedures related to aircraft surface contamination;
    d. emergency procedures incl. pilot incapacitation and crowd control techniques;
    e. evacuation procedures;
    f. incident and accident review;
    g. crew resource management (For details refer to chapter cabin crew CRM training);
    h. aero-medical aspects and first aid including related equipment;
    i. security procedures.
2. Recurrent training shall also include at intervals not exceeding three years:
    a. use of pyrotechnics (actual or representative devices);
    b. practical demonstration of the use of flight crew checklists; (N/A for EMB135/145)
    c. realistic and practical training in the use of all fire-fighting equipment, including protective clothing, representative of that carried in the aircraft; Training should place particular emphasis on identifying the actual source of fire or smoke.
    d. by each cabin crew member:
        A. extinguishing a fire characteristic of an aircraft interior fire; In the case of halon extinguishers, an alternative extinguishing agent may be used.
        B. donning and use of PBE in an enclosed simulated smoke-filled environment.
    e. Training on normal and emergency procedures for special categories of passengers (SCPs)should cover the specific procedures for the carriage of SCPs.

2.2.8.4 Validity periods

In order to verify Cabin Crew members proficiency in discharging their duties and responsibilities in accordance with the procedures specified in the operations manual each cabin crew member shall successfully pass a Line Check.

1. The validity period of the annual recurrent training and checking shall be 12 calendar months counted from the end of the month when the check was taken.
2. The validity period of the additional triennial training elements of the recurrent training and checking shall be 36 calendar months counted from the end of the month when the checks were taken.
3. If the recurrent training and checking is undertaken within the last three calendar months of the validity period, the new validity period shall be counted from the original expiry date.

2.2.8.5 Administration

Recurrent training and checking is provided by appropriately qualified persons. Recurrent training should be recorded in the training record of the cabin crew member.

2.2.9 Refresher training

2.2.9.1 General

When a cabin crew member, during the preceding six months within the validity period of the last relevant recurrent training and checking:

1. Has not performed any flying duties, he/she shall, before being reassigned to such duties, complete refresher training and checking for each aircraft type to be operated; or
2. Has not performed flying duties on one particular aircraft type, he/she shall, before being reassigned to duties, complete on that aircraft type:
    a. refresher training and checking; or
    b. two familiarisation flights.

2.2.9.2 Refresher training programme

The refresher training programme for each aircraft type shall cover:

1. emergency procedures including pilot incapacitation procedures and crowd control techniques as applicable to the aircraft type;
2. evacuation procedures;
3. operation and actual opening, by each cabin crew member, of each type or variant of normal and emergency exits and of the flight crew compartment security door in the normal and emergency modes;
4. demonstration of the operation of all other exits including the flight crew compartment windows;
5. location and handling of all relevant safety and emergency equipment installed or carried on-board.

2.2.9.3 Administration

The Training Manager may elect to replace refresher training by recurrent training if the reinstatement of the cabin crew member's flying duties commences within the validity period of the last recurrent training and checking. If that validity period has expired, refresher training may only be replaced by aircraft type specific and operator conversion training.

The refresher training shall be conducted by appropriately qualified persons. Refresher training shall be recorded in the training record of the cabin crew member.

2.3 Technical Crew Members

The Company does not employ Technical Crew Members; hence this section shall not be applicable.

2.4 Operations Personnel other than Flight Crew Members

► *Refer to the Operations Manual Part A Section 1.5 – Other relevant personnel*

► *Refer to the Operations Manual Part A Section 5.5.1 – Operations Personnel other than Flight Crew Members*

2.4.1 General

This section shall describe the training and/or checking requirements of Operations Personnel other than Flight Crew Members. The following categories of personnel shall be described in this section:

1. Flight Dispatchers,

Before personnel described in this section is engaged in independent duty, he shall have successfully completed the training and checking as described.

NOTE

For other personnel such as Company Management Personnel, Nominated Persons, Maintenance Personnel, etc refer to section 2.5 of this manual.

2.4.2 Flight Dispatcher

- *Refer to the Operations Manual Part A Section 1.5.7 – Flight Dispatcher*
- *Refer to the Operations Manual Part A Section 5.5.1.1 – Flight Dispatcher*
- *Refer to the Operations Manual Part D Annex 16 – Training overview external flight dispatchers*
- *Refer to the Operations Manual Part D Annex 13 – Training overview flight dispatchers*

2.4.2.1 General

Flight Dispatchers joining the Company shall gain experience during a period of at least 6 months (starting from the date of first actual employment) under supervision of a Company Flight Operations Dispatch Instructor (FODI) assisting him in dispatching Company aircraft. During this period under supervision, he shall demonstrate competence in different areas as detailed below in this section and the Operations Manual Part A; and shall complete the operator conversion training and checking for Flight Dispatchers.

If the Flight Dispatcher joining the Company was previously trained in accordance with ICAO DOC 7192 Part D-3, the period of supervision may be reduced to 1 month starting from the date of first actual employment. In the same period, he shall complete the operator conversion training and checking.

Any period of supervision shall be completed by the Trainee dispatching independently one or more Company aircraft as part of the normal routine of the Operational Control Center being evaluated by the OCC Manager.

NOTE

All competence shall have been demonstrated and the operator conversion training and checking completed, before the final evaluation may take place.

If required, the period of supervision may be prolonged by the OCC Manager up to 9 months. A supervision period of more than 9 months may only be approved by the Performance Review Board (PRB).

NOTE

Flight Dispatchers having successfully completed an approved CPL, MPL, ATPL or HPA ground course, shall meet the requirements of ICAO DOC 7192 Part D-3.

NOTE

Due to the limited supervision period of 1 month starting from actual employment, a period up to 3 months before the date of first employment is a period also considered acceptable to start the operator conversion training and checking if the Trainee is able to so (i.e. time available free of other engagements).

NOTE

This section only applies to Flight Dispatchers directly employed by the operator, and qualifies the Flight Dispatcher as Flight Dispatcher within the ASL Group.

2.4.2.2 Operator conversion training and checking program

The following table details the training and/or checking required in order to be able to complete the applicable operator conversion training and checking program:

Table: Flight Dispatcher operator conversion training and checking program

Flight Dispatcher operator conversion training and checking program[2]		
Description	Manual reference	Remarks
Company familiarisation training	**Section 2.6.28**	*(note 7)*
Company software applications and dispatch procedures training	**Section 2.6.29**	
Human factors training	**Section 2.6.30**	*(note 3+4)*
Duty and rest training and checking	**Section 2.6.34**	
Fatigue Risk Management training	**Section 2.6.31**	
Dangerous goods (DG) training and checking	**Section 2.6.9**	*(note 3+6)*
Company manuals and procedures training and checking	**Section 2.6.10**	
Area, route and aerodrome knowledge training and checking	**Section 2.6.12**	*(note 3)*
Compliance monitoring training	**Section 2.6.19**	
Volcanic ash operation training and checking	**Section 2.6.24**	*(note 3)*
Security training	**Section 2.6.20**	*(note 5)*
Cold weather operations training and checking	**Section 2.6.26**	*(note 1)*
Safety Training	**Section 2.6.35**	
Mental Health in Aviation	**Section 2.6.36**	
Operating Landing Distance	**Section 2.6.37**	
Minimum Equipment List training	**Section 2.6.39**	

Note 1: Flight Dispatchers are exempted from the cold weather operations training when the operator conversion course is completed before September of the applicable year. In case of such an exemption, the expiry date part of the recurrent training and checking program shall not be later than the end of October of the same year.
Note 2: Flight Dispatchers may be exempted from any training and/or checking if the Trainee is also part of any other group of Company Personnel requiring him to complete the same training and/or checking.
Note 3: During an operator conversion course, a Trainee may be exempted from one or more courses provided he could prove that he has successfully followed the course before and the validity of the course has not yet expired. In case of such an exemption, the expiry date part of the recurrent training and checking program shall not be later than the actual completion date of the course adding the Company validity period for that specific course.
Note 4: Credit for human factors training may be given if the Trainee has completed CRM training as a Flight Crew Member and the validity of the course has not yet expired.
Note 5: During an operator conversion course, a Trainee may skip the security training course provided he can prove that he has successfully followed a security course before and the validity of the course has not yet expired.
Note 6: If for practical reasons it is not possible for the Trainee to complete the carry dangerous goods training and checking during his period of supervision, he may be exempted from this training and checking limiting him to dispatching non-carry dangerous goods flights. A non-carry dangerous goods course shall in this case been competed before being allowed to perform unsupervised dispatch operations.
Note 7: Not applicable / required if not new to the Company (i.e. previously part of a different category of Company personnel.

2.4.2.3 Trainees competence training and checking

If a Flight Dispatcher joining the Company was not trained previously in accordance with ICAO DOC 7192 Part D-3, extra competence training and checking shall be provided by a Company Flight Operations Dispatch Instructor (FODI).

The Trainee shall demonstrate competence in:

1. Rules and regulations relevant to the Company,
2. Emergency response plan (ERP) procedures,
3. Flight release procedures,
4. Appropriate air traffic services practices and procedures,
5. Planning procedures including mass and balance, operational flight planning, alternate airport selection, preparation of ATC flight plans, computer assisted flight planning and performance & runway analysis,
6. Aeronautical meteorology and computer generated weather data,
7. Use of aeronautical documentation, procedures for the transportation of dangerous goods and procedures relating to unlawful interference & sabotage,
8. Integrated initial flight planning system (IFPS) established with the central flow Management unit (CFMU),
9. Legal and operational conditions for crew composition.

NOTE

If more practical, a course based on ICAO DOC 7192 Part D-3 may also be completed at a third-party training organisation during the period of supervision making the above competence training and checking requirements obsolete.

NOTE

Flight Dispatchers having successfully completed an approved CPL, MPL, ATPL or HPA ground course, shall meet the requirements of ICAO DOC 7192 Part D-3.

2.4.2.4 Recurrent training and checking program

Flight Dispatchers shall undergo recurrent training and checking as detailed below:

Table: Flight Dispatchers recurrent training and checking program

Flight Dispatchers recurrent training and checking program(1)		
Description	Manual reference	Validity
Human factors training	**Section 2.6.30**	36 months (2)
Duty and rest training and checking	**Section 2.6.34**	36 months
Fatigue Risk Management training	**Section 2.6.31**	36 months
Dangerous goods (DG) training and checking	**Section 2.6.9**	24 months(3)
Company manuals and procedures training and checking	**Section 2.6.10**	24 months
Area, route and aerodrome knowledge training and checking	**Section 2.6.12**	24 months
Compliance monitoring training	**Section 2.6.19**	As required
Security training	**Section 2.6.20**	36 months
Volcanic ash operation training and checking	**Section 2.6.24**	As required
Cold weather operations training and checking	**Section 2.6.26**	24 months
Safety Training	**Section 2.6.35**	As required
Mental Health in aviation(4)	**Section 2.6.36**	36 Months

Note 1: Flight Dispatchers may be exempted from any training and/or checking if the Trainee is also part of any other group of Company Personnel requiring him to complete the same training and/or checking.
Note 2: Credit for human factors training may be given if the Trainee has completed CRM training as a Flight Crew Member and the validity of the course has not yet expired.
Note 3: If for practical reasons it is not possible for the Trainee to complete the carry dangerous goods training and checking as part of the recurrent program, he may be exempted from this training and checking limiting him to dispatching non-carry dangerous goods flights. A non-carry dangerous goods course shall in this case been competed within the applicable validity period.
Note 4: Mental Health in aviation recurrent shall be given via safety training.

2.4.3 Ground handling personnel

The Company does not employ Ground Handling Personnel, hence this section shall not be applicable.

2.4.4 Passenger handling personnel

The company does not employ Passenger Handling Personnel, hence this section shall not be applicable.

2.5 Other company personnel

This section is reserved.

2.6 Details of training and checking programs

2.6.1 General

This section shall contain a detailed description of the different training and checking programs, as described in the previous sections.

Wherever possible training and/or checking procedures shall be detailed, as are the requirements for the Training and/or Checking Personnel, frequency, validity and required administrative procedures.

2.6.2 Basic introduction training

2.6.2.1 General

► *Refer to the Operations Manual Part D Annex 20 – EFB training syllabus*

The basic introduction training course shall be part of the operator conversion training and checking program of Flight Crew Members.

2.6.2.2 Training and checking

The basic introduction training course shall contain:

1. General familiarisation such as Company structure, areas of operation, types of aircraft used and facilities available,
2. Description of approvals, limitations and personnel responsibilities,
3. Internal and external communication procedures.
4. EFB training shall be contained during Basic introduction training. This training shall be completed prior to start Line Flying under supervision.

No checking shall be performed after the training except for initial EFB training. Recurrent training and checking shall also not be applicable. However, for major changes on the EFB structure and/or software additional training shall be given via training bulletin, classroom or CBT training in accordance with the EFB Policy & Procedures Manual.

2.6.2.3 Administration

The training shall be conducted by a Ground Instructor (GI) (Except for EFB Initial Training and Checking). The minimum duration for the training shall be 4 hours.The standard Company attendance sheet shall be used to document the attendance of the different Trainees. The training shall be given upon entry into the Company and remains valid without expiry date.

2.6.3 Ground training and checking

2.6.3.1 General

The ground training and checking course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.3.2 Initial training and checking

The Company shall not be authorised to conduct any initial ground training and/or checking with the purpose of issuing or renewing a license in accordance with Annex I (Part FCL) to Regulation (EU) No 1178/2011.

Ground training provided by an approved ATO includes training on all aircraft systems. Any differences in aircraft systems will be discussed in the familiaristion and/or equipment and procedure training.

2.6.3.3 Recurrent training

Using a 3-year cycle, the ground recurrent training shall include a review of all aircraft systems (i.e. phased recurrent).

Table: Ground Recurrent training cycle FSI

Blue Phase (2025, 2028, etc)	White Phase (2023, 2026, etc)	Red Phase (2024, 2027, etc)
Hydraulics	Electrical	Pneumatics
Landing Gear and Brakes	Aircraft General	Water and Waste
Flight Controls	Lighting	Air Conditioning and Pressurization
APU (if applicable)	Master Warning	Oxygen
Fire Protection	Avionics / Communications	Ice and Rain Protection
Powerplant	Fuel	Aircraft General
Note: Applicable for F2000EX, FA7X, F900EX		

Table: Ground Recurrent training cycle Aviation Academy Austria

Year 1 (2023, 2026, etc)	Year 2 (2024, 2027, etc)	Year 3 (2025, 2028, etc)
Fire Protection	Autoflight	Air Conditioning & Pressurization
Flight Control	Communication	Ice & Rain Protection
Hydraulics	Electrical	Oxygen
Landing Gear / Wheels / Brakes / Steering	Fuel	Pneumatic
APU	Indicating & Recording	Water / Waste
	Lights	Doors / Emergency Equipment
	Navigation	
	Power Plant	
Note: Applicable for CL60		

Table: Ground Recurrent training cycle Aviomar

YEAR 1 (2023, 2026, etc)	YEAR 2 (2024, 2027, etc)	YEAR 3 (2025, 2028, etc)
Flight Controls	Electrical System	Aircraft General
Hydraulics	Lighting	Pneumatics
Landing Gear and Brakes	Master Warning System	Air Conditioning
Auxiliary Power System	Fuel System	Pressurization
Ice and Rain Protection	Powerplant	Avionics
	Fire Protection	Miscellaneous Systems
Note: Applicable for C510		

YEAR 1 (2023, 2026, etc)	YEAR 2 (2024, 2027, etc)	YEAR 3 (2025, 2028, etc)
Flight Controls	Electrical System	Aircraft General
Hydraulics	Ice and Rain Protection	Pneumatics
Landing Gear and Brakes	Master Warning System	Air Conditioning
Auxiliary Power System	Fuel System	Pressurization
Lighting	Powerplant	Avionics
	Fire Protection	Miscellaneous Systems
Note: Applicable for C650		

Table: Ground Recurrent training cycle

Blue Phase (2025, 2028, etc)	White Phase (2023, 2026, etc)	Red Phase (2024, 2027, etc)
Hydraulics	Electrical	Pneumatics
Landing Gear and Brakes	Aircraft General	Water and Waste
Flight Controls	Lighting	Air Conditioning and Pressurization
APU (if applicable)	Master Warning	Oxygen
Fire Protection	Avionics / Communications	Ice and Rain Protection
Powerplant	Fuel	Aircraft General
Note: Applicable for EMB135/145/35L and C560		

2.6.3.4 Recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the training showing proof they are proficient in the topics covered during the training.

2.6.3.5 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) who is or was qualified on the applicable type. The minimum duration for the course is 4 hours and depends on the experience and size of the group of trainees.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). In case of training and checking being conducted by an Approved Training Organisation (ATO), they may use their approved forms to document the training and checking.

The validity of the training shall be 12 months including the remainder of the month with a NPRP of 3 months,.

The Company shall not be authorised to conduct any ground training and/or checking with the purpose of issuing or renewing a license in accordance with Annex I (Part FCL) to Regulation (EU) No 1178/2011.

2.6.4 Emergency and safety equipment training and checking

2.6.4.1 General

The emergency and safety equipment (E&SE) training and checking course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.4.2 Initial training

2.6.4.2.1 General

The required items shall be addressed by organising the following courses:

1. First aid training and checking,
2. Wet drill training,
3. Fire fighting training and checking,
4. Evacuation training and checking,
5. General emergency and safety equipment training and checking.

The different courses as mentioned, shall be described below.

2.6.4.2.2 First aid training

The following items shall be addressed:

1. Instruction on first-aid in general (initial conversion course only), instruction on first-aid as relevant to the aircraft type of operation and crew complement, including those situations where no cabin crew is required to be carried (initial and subsequent),
2. Aero-medical topics, including:
    a. Hypoxia,
    b. Hyperventilation,
    c. Contamination of the skin/eyes by aviation fuel or hydraulic or other fluids,
    d. Hygiene and food poisoning, and
    e. Malaria.

2.6.4.2.3 Wet drill training

A comprehensive drill to cover all ditching procedures where flotation equipment is carried. This shall include practice of the actual donning and inflation of a life jacket, together with a demonstration or film of the inflation of life rafts and/or slide rafts and associated equipment. This practice shall, on an initial conversion course, be conducted using the equipment in water.

2.6.4.2.4 *Fire fighting training*

The following items shall be addressed:

1. Actual fire-fighting using equipment representative of that carried in the aircraft on an actual or simulated fire except that, with Halon extinguishers, an alternative extinguisher may be used,
2. The effect of smoke in an enclosed area and actual use of all relevant equipment in a simulated smoke-filled environment.
3. Actual handling of pyrotechnics, real or simulated, where applicable.

2.6.4.2.5 *Evacuation training and checking*

Evacuation training and checking shall be conducted in an aircraft or a suitable alternative training device, and shall include joint practice in aircraft evacuations so that all who are involved are aware of the duties other crew members should perform. When such practice is not possible, combined flight crew and cabin crew training should include joint discussion of emergency scenarios.

The following items shall be addressed:

1. Actual operation of all types of exits (only every 36 months),
2. Demonstration in the use of a life raft where fitted.
3. Passenger briefing and safety demonstration training for operations where no cabin crew is required.

2.6.4.2.6 *General emergency and safety equipment training and checking*

Instruction on the location and use of all emergency and safety equipment carried, correct use of all appropriate drills and procedures that may be required of crew in different emergency situations. The training shall ensure that each flight crew member has been trained to competency on the emergency and safety equipment installed on the aircraft they are to operate.

The following items shall be addressed:

1. Actual donning of a life jacket where fitted,
2. Actual donning of protective breathing equipment where fitted,
3. Actual handling of fire extinguishers of the type used,
4. Instruction on the location and use of all emergency and safety equipment carried on the aircraft,
5. Fire fighting procedures when caused by Lithium type batteries part of portable electronic devices (PED's),
6. Instruction on the location and use of all types of exits,
7. Security procedures.
8. Operational procedures of rescue and emergency services

2.6.4.2.6.1 Operations where no cabin crew is required (JNL)

Additionally, the following items shall be addressed:

1. Passenger Handling:
   - Advice on the recognition and management of passengers who appear or are intoxicated with alcohol, under the influence of drugs or aggressive,
   - Methods used to motivate passengers and the crowd control necessary to expedite an aircraft evacuation,
   - The importance of correct seat allocation with reference to aircraft mass and balance. Particular emphasis shall also be given on the seating of special categories of passengers.
2. Discipline and responsibilities training: Emphasis shall be placed on discipline and an individual's responsibilities in relation to:
   - His on-going competence and fitness to operate as a Flight Crew Member with special regard to flight and duty time limitation (FTL) requirements,
   - Security procedures.
3. Passenger briefing/safety demonstrations: Training in the preparation of passengers for normal and emergency situations.

2.6.4.2.6.2 Operations where cabin crew is required (ASL BV)

General Emergency and safety equipment training shall take place in conjunction with cabin crew as far as practicable. Emphasis should be placed on the importance of effective coordination and two-way communication between crew members in various emergency situations;

Emergency and safety equipment training shall include joint practice in aircraft evacuations so that all who are involved are aware of the duties other crew members should perform. When such practice is not possible, combined flight crew and cabin crew training should include joint discussion of emergency scenarios.

2.6.4.3 Initial checking

Trainees shall complete a multiple-choice questionnaire at the end of the general emergency and safety equipment training. For first aid, evacuation, fire drill training and wet drill training, proficiency in the practical elements covered during the training will be acceptable to cover the checking element of the course.

2.6.4.4 Recurrent training

Wet drill training shall not require recurrent training.

General emergency and safety equipment training and checking shall be given on a yearly basis and shall include the same items as during the initial training.

Fire fighting training, evacuation training and first aid training shall be given on a 3-year basis and shall include the same items as the initial training.

2.6.4.5 Recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of each part of the emergency and safety equipment training. For first aid, evacuation, fire drill training and wet drill training, proficiency in the practical elements covered during the training will be acceptable to cover the checking element of the course.

2.6.4.6 Administration

All types of emergency and safety equipment training (and checking) shall be conducted by suitably qualified Instructors as defined in section 1 of this manual and this for the applicable training and/or checking.

The minimum duration for the general emergency and safety equipment training and checking is 2 hours, 30 minutes for the emergency evacuation training course, 2 hours for the wet drill training course, 3 hours for the first aid training course and 3 hours for the fire fighting training course and depends on the experience and size of the group of trainees.

The courses may be combined with other related courses (i.e. pre-flight training) when convenient. The standard Company attendance sheet shall be used to document the attendance of the different Trainees.

All training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company. The validity of the training and checking shall be 12 months for the general emergency and safety equipment training and checking course and 36 months for the evacuation training course, first aid training course and fire drill training course including the remainder of the month with a NPRP of 3 months.

The wet drill training course remains valid without expiry date.

There shall be no difference between revalidating and renewing any training and/or checking.

2.6.5 Aircraft or synthetic flight training and checking

- *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*
- *Refer to the Operations Manual Part D Annex 26 – Supplementary background information recurrent ATO's*

2.6.5.1 General

The aircraft or synthetic flight training and checking course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members. It shall also be part of the Flight Crew Member's command conversion course.

The Company shall not be authorised to conduct any flight training and/or checking with the purpose of issuing (i.e. skill test) or renewing a license in accordance with Annex I (Part FCL) to Regulation (EU) No 1178/2011.

When engine-out manoeuvres are carried out in an aircraft, the engine failure shall be simulated.

NOTE

A type rating course, shall be successfully completed within 6 months preceding the skill test.

2.6.5.2 Initial training

A Flight Crew Member shall complete a type rating course at an approved training organisation (ATO). This type rating course shall satisfy the requirements applicable to the issue of a flight crew licence. The training organisation shall be responsibility for meeting these requirements.

Training shall be structured and sufficiently comprehensive to familiarise the Flight Crew Member thoroughly with all aspects of limitations and normal, abnormal and emergency procedures, which include pilot incapacitation, associated with the aircraft and shall be carried out by suitably qualified Training and/or Checking Personnel. For specialised operations such as steep approaches, low visibility operations or QFE operations, additional training may have to be carried out.After succesfully completing the type rating course, a Trainee shall perform aircraft training, under the supervision of qualified Training and/or Checking Personnel (may be organised outside the Company (i.e. aircraft type (class) not yet introduced)) to conduct at least 3 take-off's and landings.

2.6.5.3 Initial checking

Initial checking shall be conducted by performing a type rating skill test under the requirements applicable to the issue of the flight crew license.

2.6.5.4 Recurrent training

Each Flight Crew Member shall undertake synthetic flight or aircraft recurrent training at least every 12 months.

In planning flight training with a crew of two or more, particular emphasis shall be placed on the practice of LOFT with emphasis on CRM, and the use of crew coordination procedures, including coping with incapacitation.

The aircraft or synthetic flight training shall be established in a way that all major failures of aircraft systems and associated procedures shall have been covered in the preceding 3 year period.

Every yearly training cycle shall include the following topics: LVTO, UPRT, ACAS/TCAS and Takeoff with simulated engine failure between V1-V2. Also 2D, 3D and RNP approaches and any other training topic as decided by the training manager shall be part of each yearly training cycle.

NOTE

The recurrent aircraft/FSTD training of a single task or manoeuvre shall be separate from, and shall not take place at the same time as, an operator proficiency check of the item.

NOTE

Checking of aircraft systems and associated procedures during OPC may substitute training on that specific system.
(Example, when an APU failure is covered during an OPC there is no need to also address this type of failure during the recurrent training)

NOTE

*For EMB135/145/35L and C560 the same matrix as described **2.6.3 - Ground training and checking** is used as input for the instructor information. For other types the division of the various systems depends on the training documentation as provided by the respective external training provider. In the Annex as described above supplementary background information is given on training as provided by these ATO's.*

NOTE

Additional company requirements will be requested via TCA.

2.6.5.5 Recurrent checking

Recurrent checking shall be conducted by performing a license proficiency check (LPC) under the requirements applicable to the issue of the flight crew license.

When the aircraft and/or flight simulation training device (FSTD) training is conducted within 3 calendar months prior to the expiry of the 12 calendar months period, the next training shall be completed within 12 calendar months of the original expiry date of the previous training.

2.6.5.6 Special emphasises during training and checking

2.6.5.6.1 General

Based on Company (i.e. compliance monitoring and safety), Industry (i.e. FlightSafety Foundation) and Authority (i.e. EASA Safety Information Bulletins) inputs and feedback, practical training and checking emphasis procedures may be implemented by the Company. If so, these emphasises shall be documented using this section.

2.6.5.6.2 Bounced landing recognition and recovery training

Company Training and/or Checking Personnel and Approved Training Organisations used by the Company are recommended to ensure that bounced landing recognition and recovery information is available to Flight Crew members and that training is provided to crews by adequately briefing them on the proper techniques to be used.

Awareness training should include the causal factors that may lead to bounced landings such as:

1. Excessive sink rate,
2. Excess airspeed,
3. Late flare initiation,
4. Incorrect flare technique and power management,
5. Gusty wind conditions.

Training should also include a recommended recovery technique for the specific aeroplane. Although bounced landing training is intended to be mainly conducted in a briefing environment, as it should not be deliberately performed in an aircraft and it may not be adequately replicated in a flight simulator, a flight simulation training device (FSTD) may be used to train the appropriate recovery technique, taking into account the devices' limitations.

2.6.5.6.3 Aircraft go-around training

Company Training and/or Checking Personnel and Approved Training Organisations used by the Company are recommended to place more emphasis on conducting go-around manoeuvres with all engines operating in a flight simulator training device (FSTD) during initial and recurrent training. The go-around training should take into account the following elements:

1. Training should include un-planned go-arounds that expose crews to the surprise and startle effect,
2. Training should include go-arounds from various altitudes during the approach and in various aircraft configurations and at different weights,
3. Training should also include balked landings (between decision altitude and touchdown and after touchdown unless thrust reversers have been activated),
4. Training should always be performed in accordance with the Aircraft Flight Manual (AFM) and the Company standard operating procedures (SOP's) and crews should be provided with guidance on the correct use of the auto-flight modes relevant to the various training scenarios.

2.6.5.6.4 Sterile cockpit training

- ► *Refer to the Operations Manual Part B Section 2.1.4 – Sterile cockpit concept*
- ► *Refer to the Operations Manual Part D Annex 4 – Line check form*

Flight Crew Member's distraction has been a contributing factor in some aviation accidents. During critical phases of flight, Flight Crew Members shall be focused on flight path monitoring, ATC communication, terrain awareness and aircraft configuration. Passengers can easily gain access to the cockpit and it might not be appropriate to prevent them from doing so.

Company Training and/or Checking Personnel and Approved Training Organisations used by the Company shall hence place emphasis during training on the Company sterile cockpit procedures as established and as appropriate to the Flight Crew Member's duty.

The knowledge of the Company sterile cockpit procedures shall be evaluated during the line check and/or Operator proficiency check (OPC).

2.6.5.7 Seat support

When for any aircraft or synthetic flight training or checking one of the crew members is not employed by the ASL Group (e.g. when using a seat support provided by an Approved Training Organisation), this crew member shall be type qualified and shall have received training on the Company SOP 's.

2.6.5.8 Administration

Training and checking shall be provided by the following personnel:

1. Flight training by a Type Rating Instructor (TRI), in the case of a FSTD, a TRI or a Synthetic Flight Instructor (SFI),
2. Flight checking by a Type Rating Examiner (TRE), in the case of a FSTD, a TRE or a Synthetic Flight Examiner(SFE).

For commercial air transport, flight training by a Type Rating Instructor (TRI) or, in the case of the FSTD content, a synthetic Flight instructor (SFI) shall satisfy the Company's experience and knowledge requirements sufficiently to instruct on aircraft systems and operational procedures and requirements.

For the minimum duration of this training, refer to the respective detailed simulator training and checking programs.

The recurrent training instructor information to be used is provided by the ATO contracted for this recurrent training, or by Jetnetherlands/ASL BV when the training is performed by internal training and checking personnel.

The recurrent company training requirements shall be communicated via a Training and Checking Authorisation (TCA) to the ATO or incorporated into the instructor information as used by internal training personnel.

The validity of the training shall be 12 months including the remainder of the month with a NPRP of 3 months, which should match the validity of the applicable type rating.

For the training, the practical training (general) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training. Practical checking shall be documented using the forms as required by Annex I (Part FCL) to Regulation (EU) No 1178/2011.

The Company shall not be authorised to conduct any flight training and/or checking with the purpose of issuing or renewing a license in accordance with Annex I (Part FCL) to Regulation (EU) No 1178/2011.

2.6.6 Operator proficiency check

► *Refer to the Operations Manual Part D Annex 3 – Operator proficiency check (OPC) form*

2.6.6.1 General

The operator proficiency check (OPC) shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members. It shall also be part of the Flight Crew Member's command conversion course.

2.6.6.2 Initial and recurrent checking

Each Flight Crew Member shall undergo an operator proficiency check (OPC) as part of the normal flight crew complement .

When the Flight Crew Member will be required to operate under IFR, the operator proficiency check shall be conducted without external visual reference, as appropriate.

The operator proficiency check (OPC) may be combined with the skill test or proficiency check required for the issue, the revalidation or renewal of the aircraft type rating and with the skill test required for the issue of the ATPL licence.

Where the emergency drills require action by the non-handling pilot, the check shall additionally cover knowledge of these drills.

The operator proficiency check shall include at least the following manoeuvres as Pilot Flying:

1. Rejected take-off when an flight simulation training device (FSTD) is available to represent that specific aircraft (otherwise touch drills only),
2. Take-off with engine failure between V_1 and V_2 (take-off safety speed) or, if carried out in the aircraft, at a safe speed above V_2,
3. 3D approach to minima with one engine inoperative (OEI),
4. 2D approach to minima,
5. At least one of the 3D or 2D approach operations shall be an RNP APCH operation
6. Missed approach on instruments from minima with one engine inoperative (OEI),
7. Landing with one engine inoperative (OEI).

When grading the Trainee, the proficiency assessment marker (PAM) system shall be used as reference.

2.6.6.3 Administration

An operator proficiency check (OPC) shall be conducted by a Type Rating Examiner (TRE), if the check is conducted in a FSTD, a TRE or a Synthetic Flight Examiner (SFE).

The minimum duration of this training is one FSTD simulator slot including the briefing and debriefing. When only one candidate is available the FSTD time can be reduced.

The TRE or SFE shall be trained in CRM concepts and the assessment of CRM skills.

The OPC examiner information to be used for an OPC is provided by the ATO contracted for this OPC, or by Jetnetherlands/ASL BV when the training is performed by internal checking personnel. Any additional company check requirements (if required) shall be communicated via a Training and Checking Authorisation (TCA) to the ATO or incorporated into the OPC examiner information as used by internal checking personnel.

The validity of the training shall be 6 months including the remainder of the month with a NPRP of 3 months, which should match every second OPC the validity of the applicable type rating.

Training and/or Checking Personnel shall use the operator proficiency check (OPC) form to document the proficiency of the check using the proficiency assessment marker (PAM) system as reference.

There shall be no difference between revalidating and renewing an operator proficiency check.

2.6.7 Line flying under supervision

► *Refer to the Operations Manual Part D Annex 6 – Line training form*

► *Refer to the Operations Manual Part D Annex 17 – Line training syllabus*

2.6.7.1 General

Line flying under supervision (LIFUS) is part of the Flight Crew Member's operator conversion program and the command conversion course. It shall also be required for a Flight Crew Member to be able to obtain an either seat qualification.

2.6.7.2 Initial training

Line flying under supervision shall provide the opportunity for a Flight Crew Member to carry into practices the procedures and techniques he has been made familiar with during the ground and/or flight training. The procedures as mentioned shall include the Company procedures. At the end of line flying under supervision, the Flight Crew Member shall be able to perform a safe and efficient flight conducted within the terms of reference of his role on board the aircraft.

Following completion of aircraft or synthetic flight training and/or checking, each Flight Crew Member shall operate a minimum number of sectors and/or flying hours under supervision (LIFUS). The minimum sectors and/or hours shall be determined by the:

1. Previous experience of the Flight Crew Member,
2. Complexity of the aircraft,
3. The type and area of operation.

NOTE

Extra line flying under supervision (LIFUS) may also be organised to review, on request of the Performance Review Board (PRB), a Trainee who is for example eligible for an upgrade (i.e. First Officer ready for upgrade to Captain, proposing a Captain as Line Training Captain, etc).

NOTE

A flight crew member shall complete a psychological assessment before commencing initial line flying under supervision (LIFUS)when entering the Company, in order to identify psychological attributes and suitability of the flight crew in respect of the work environment, and to reduce the likelihood of negative interference with the safe operation of the aircraft.

The minimum sectors and/or hours to be flown under supervision shall be:

Table: Line flying under supervision hours and/or sectors

Flight Crew Member qualification and experience(2+4)	Hours	Sectors(1)
Flight Crew Member joining the Company as Captain already qualified(3) on the type (5)	N/A	10 (4)
Flight Crew Member joining the Company as Captain with jet or turboprop experience but not yet qualified on the type or inexperienced on the type (5)	25	10 (6)
First Officer upgrading to Captain already qualified on type	N/A	10 (4)
First Officer upgrading to Captain converting to a new type	N/A	20 (10)
Company Flight Crew Member converting to a new type in the same function within the same category of aircraft type (5)	N/A	10 (4)
Company Flight Crew Member converting to a new type in the same function to a different category of aircraft type (5)	N/A	10 (4)
Flight Crew Member joining the Company as First Officer with at least 250 hours jet or turboprop experience and already completed an operator conversion course with another Operator authorised to perform CAT or NCC operations(5)	N/A	10 (4)
Flight Crew Member joining the Company as First Officer with 250 hours or less jet or turboprop experience	100	40 (10)

Note 1: A sector shall includes 1 take-off, 1 departure, 1 arrival, 1 approach and landing not less than 15 minutes of block time. Sectors between brackets are for NCC operations.
Note 2: The total hours and/or sectors shall be used as a minimum. The Performance Review Board may increase the number of sectors and/or hours up to proficiency.
Note 3: Not to be considered as inexperienced.
Note 4: If both hours and sectors are depicted, one of both requirements shall be met.
Note 5: Less restrictive Operator requirements may be applied, only after acceptance by the Performance Review Board. (E.g. when the Company introduces a new aeroplane type or class.)

2.6.7.3 Administration

Line flying under supervision (LIFUS) shall be performed by a Line Training Captain. They shall use the line training form to document the proficiency of the Trainee using the proficiency assessment marker (PAM) system as reference. When the line training under supervision shall include specific training (i.e. NAT HLA MNPS practical training, operations in areas of metric altimetry training, etc) the applicable form as depicted for that specific training shall be completed in addition to the line training form.

The training shall remain valid without expiry date.

NOTE

Until a Line Check is completed successfully, the crew member will remain under LIFUS, even if this exceeds the minimum line training sectors. The relevant Line Training Captain must use the relevant Line training Forms for these extra sectors

NOTE

Despite the fact that line flying under supervision is not a requirement for non commercial flights as described in Section 8.7 of the OM Part A, it shall be allowed to perform line training under supervision during non commercial flights with aircraft listed on the Air Operator Certificate and listed as CAT+NCC in Table 4 section 1.1.5 of the OM part A if all specific conditions and qualifications for line flying under supervision are complied with as if the flight would have been commercial air transport (CAT).

2.6.8 Crew resource management (CRM) training

2.6.8.1 General

Crew resource management (CRM) training shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members. It shall also be part of the Flight Crew Member's command conversion course.

2.6.8.2 Training

2.6.8.2.1 General

Each flight crew member shall undergo specific modular CRM training. All major topics of CRM training shall be covered by distributing modular training sessions as evenly as possible over each 3-year period.

Crew resource management (CRM) shall be the effective utilisation of all available resources (Flight Crew Members, aircraft systems, supporting facilities and persons) to achieve safe and efficient operation.

The objective of CRM is to enhance the communication and management skills of the Flight Crew Member concerned. The emphasis shall be placed on the non-technical knowledge, skills and attitudes of crew performance. CRM training shall reflect the culture of the Company as well as the type of operation and shall be conducted in the non-operational environment (classroom and computer-based) and in the operational environment (flight simulation training device (FSTD) and aircraft). Tools such as group discussions, team task analysis, team task simulation and feedback shall be used.

Whenever possible, classroom training shall be conducted in a group session away from the pressures of the usual working environment so that the opportunity is provided for Flight Crew Members to interact and communicate in an environment conducive to learning.

The Crew Resource Management (CRM) Training shall include the required concepts of Human Factors.

Whenever practicable, parts of the CRM training shall be conducted in FSTD that reproduce, a realistic operational environment and permit interaction. This includes, but is not limited to, appropriate line-oriented flight training (LOFT) scenarios.

If the operator proficiency check is conducted in a FSTD, it shall include a line-oriented flight during which a complementary CRM assessment shall take place, in conditions that reproduce a realistic operational environment.

CRM principles shall be integrated into relevant parts of flight crew training and operations including checklists, briefings, abnormal and emergency procedures. This CRM training shall be conducted in the operational environment (FSTD or aircraft) by an Aircraft and/or Synthetic Flight Instructors and/or Examiners as described in Regulation (EU) No 1178/2011.

CRM training shall be divided into 5 categories:

1. CRM initial training,
2. CRM conversion training,
3. CRM recurrent training,
4. CRM Command training,
5. CRM assessment training.

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6. CRM training combined Flight crew and Cabin crew

END ASL BV

The courses as mentioned, shall be described below.

2.6.8.2.2 CRM initial training

The flight crewmember shall complete the initial Company CRM training once. When the type of operation of the Company is not different, the Company shall not be required to provide the initial Company CRM training to this Flight Crew Member a second time.

CRM initial training shall address the specific culture, the type of operations and the associated procedures of the Company. A Flight Crew Member's CRM skills shall not be assessed during CRM initial training.

NOTE

A Flight Crew Member shall have completed an initial CRM training course before commencing unsupervised line flying.

If the Company chooses not to establish its own CRM training, use may be made of a course provided by another Operator, a third party or training organisation acceptable to the Competent Authority. When Flight Crew Members from different Operators follow the same course, CRM training shall be specific to the relevant flight operations and to the trainees concerned.

NOTE

If a Flight Crew Member has not previously received theoretical training in human factors to the ATPL level, he/she shall complete, before or combined with the initial CRM training, a theoretical course provided by the Company and based on the human performance and limitations syllabus for the ATPL as established in Annex I (Part- FCL) to Regulation (EU) No 1178/2011.

2.6.8.2.3 CRM conversion training

If a Flight Crew Member is changing aircraft type, all elements in table below column (a) shall be integrated into all appropriate phases of the operator's conversion course and covered to the level required by column (c).

If a Flight Crew Member is joining an operator, all elements in table below column(a) shall be integrated into all appropriate phases of the operator's conversion course and covered to the level required by column (d).

CRM conversion training shall address the specific culture, the type of operations and the associated procedures of the Company. A Flight Crew Member shall not be assessed when completing elements of CRM training, which are part of an operator’s conversion course, although feedback from trainer or trainees on individual and crew performance should be given to the Flight Crew Members concerned.

2.6.8.2.4 CRM annual recurrent training

It shall be ensured that:

1. Elements of CRM are integrated into all appropriate phases of recurrent training every year,
2. That all elements in the table below column (a) are covered to the level required by column (e),
3. That modular CRM training covers the required areas over a maximum period of 3 years.

A Flight Crew Member shall not be assessed when completing elements of CRM training, which are part of recurrent training, although feedback from trainer or trainees on individual and crew performance should be given to the Flight Crew Members concerned.

The Company shall update its CRM recurrent training program on a regular basis. Revision of the programme shall be conducted over a period not exceeding 3 years. The revision of the program shall take into account the de-identified results of the CRM assessments of crews and information identified by the Safety Management System.

2.6.8.2.5 CRM command training

For a command conversion course, all elements in table below column (a) shall be integrated into all appropriate phases of the operator's command conversion course and covered to the level required by column (f). A CRM command course shall address the specific culture, the type of operations and the associated procedures of the Company.

A Flight Crew Member shall not be assessed when completing elements of CRM training, which are part of the command conversion course, although feedback from trainer or trainees on individual and crew performance should be given to the Flight Crew Members concerned.

2.6.8.2.6 CRM assessment training

Assessment of CRM skills is the process of observing, recording, interpreting and debriefing crews and Flight Crew Member’s performance and knowledge using an acceptable methodology in the context of overall performance. It includes the concept of self-critique and feedback which can be given continuously during training or in summary following a check. In order to enhance the effectiveness of the program, this methodology shall be detailed in section 3 of this manual.

The flight crew member’s CRM skills shall be assessed in the operational environment, but not during CRM training in the non-operational environment. Nevertheless, during training in the non-operational environment, feedback from the flight crew CRM trainer or from trainees on individual and crew performance may be given to the crew members concerned.

The Company shall establish the CRM training program for CRM assessment based on the NOTECHS (non-technical skills evaluation). Section 3 of this manual shall detail the principle of these NOTECHS and shall describe the use as a mean of assessment.

All Company Training and/or Checking Personnel involved in practical training and/or checking shall be made familiar with the use of these NOTECHS by following CRM assessment training.

The assessment, as described in section 3 of this manual, shall be based on the following principles:

1. Only observable, repetitive behaviour shall be assessed,
2. The assessment shall positively reflect any CRM skills that result in enhanced safety,
3. Assessment shall include behaviour that contributes to a technical failure, such a technical failure being errors leading to an event that requires debriefing by the person conducting for example the line check,
4. The crew and, where needed, the individual shall verbally be debriefed.

De-identified summaries of all CRM assessments by the Company shall be used to provide feedback to the crew and the individual and such feedback shall be used to identify retraining where needed and to update & improve the Company's CRM training system as detailed above.

NOTE

If the operator proficiency check is combined with the type rating revalidation or renewal check, the assessment of CRM skills shall satisfy the multi-crew cooperation requirements of the type rating revalidation or renewal. This assessment shall not affect the validity of the type rating.

*2.6.8.2.7 CRM training combined Flight crew and Cabin crew **ASL BV***

The Training Manager is responsible that every 3 years a combined flight crew, cabin crew CRM training takes place.

This combined training should address at least:

1. Effective communication, coordination of tasks and functions of flight crew and cabin crew; and
2. Mixed multinational and cross-cultural flight crew and cabin crew, and their interaction, if applicable.

NOTE

Combined training should include joint practice in aircraft evacuations or discussion of emergency scenarios so that all involved are aware of the duties other crew members should perform.

The combined CRM training should be conducted by a flight crew CRM trainer or cabin crew CRM trainer.

2.6.8.2.8 Implementation of CRM training elements

The CRM training elements to be covered are specified in the table below. The elements listed below are not exhaustive. The Training Mananger shall inform the CRM instructors of any important topics (such as occurrences with the ASL Group). The Company shall ensure that the following aspects are addressed:

1. Automation and philosophy on the use of automation
    a. The CRM training shall include training in the use and knowledge of automation, and in the recognition of systems and human limitations associated with the use of automation. The operator shall, therefore, ensure that the flight crew member receives training on:
        A. the application of the operations policy concerning the use of automation as stated in the operations manual; and
        B. system and human limitations associated with the use of automation, giving special attention to issues of mode awareness, automation surprises and over- reliance including false sense of security and complacency.
    b. The objective of this training shall be to provide appropriate knowledge, skills and attitudes for managing and operating automated systems. Special attention shall be given to how automation increases the need for crews to have a common understanding of the way in which the system performs, and any features of automation that make this understanding difficult.
    c. If conducted in an FSTD, the training shall include automation surprises of different origin (system- and pilot-induced).
2. Monitoring and intervention
    a. Flight crew shall be trained in CRM-related aspects of operation monitoring before, during and after flight, together with any associated priorities. This CRM training shall include guidance to the pilot monitoring on when it would be appropriate to intervene, if felt necessary, and how this shall be done in a timely manner. Reference shall be made to the operator procedures for structured intervention as specified in the operations manual.
3. Resilience development
    a. Mental Flexibility –Flight crew shall be trained to:
        A. understand that mental flexibility is necessary to recognise critical changes;
        B. reflect on their judgement and adjust it to the unique situation;
        C. avoid fixed prejudices and over-reliance on standard solutions; and
        D. remain open to changing assumptions and perceptions.
    b. Performance adaptation -Flight crew shall be trained to:
        A. mitigate frozen behaviours, overreactions and inappropriate hesitation; and
        B. adjust actions to current conditions.
4. Surprise and startle effect
    a. CRM training shall address unexpected, unusual and stressful situations. The training shall cover:
        A. surprises and startle effects;
        B. management of abnormal and emergency situations, including;
            i. the development and maintenance of the capacity to manage crew resources;
            ii. the acquisition and maintenance of adequate automatic behavioural responses; and
            iii. recognising the loss and re-building situation awareness and control.

5. Cultural differences
    a. CRM training shall cover cultural differences of multinational and cross-cultural crews. This includes recognising that:
        A. different cultures may have different communication specifics, ways of understanding and approaches to the same situation or problem;
        B. difficulties may arise when crew members with different mother tongue communicate in a common language which is not their mother tongue; and
        C. cultural differences may lead to different methods for identifying a situation and solving a problem
6. Operator's safety culture and company culture
    a. CRM training shall cover the operator's safety culture, its company culture, the type of operations and the associated procedures of the operator. This shall include areas of operations that may lead to particular difficulties or involve unusual hazards.
7. Case studies
    a. CRM training shall cover aircraft type-specific case studies, based on the information available within the operator's management system, including:
        A. accident and serious incident reviews to analyse and identify any associated non- technical causal and contributory factors, and instances or examples of lack of CRM; and
        B. analysis of occurrences that were well managed.
    b. If relevant aircraft type-specific or operator-specific case studies are not available, the operator shall consider other case studies relevant to the scale and scope of its operations.

The following table indicates which elements of CRM shall be included in each type of training:

Table 18: Implementation of CRM elements

Implementation of CRM elements					
CRM training elements	Initial operator's CRM training	Operator conversion course when changing aircraft type	Operator conversion course when joining an operator	Annual recurrent training	Command course
(a)	(b)	(c)	(d)	(e)	(f)
General Principles					
Human factors in aviation; General instructions on CRM principles and objectives; Human performance and limitations; Threat and error management.	In-depth	Not Required	Required	Required	Required

Implementation of CRM elements					
CRM training elements	Initial operator's CRMtraining	Operator conversion course when changing aircraft type	Operator conversion course when changing operator	Annual recurrent training	Command course
(a)	(b)	(c)	(d)	(e)	(f)
Relevant to the individual flight crew member					
Personality awareness, human error and reliability, attitudes and behaviours, self-assessment and self-critique; Stress and stress management; Fatigue and vigilance; Assertiveness, situation awareness, information acquisition and processing.	In-depth	Not required	Required	Required	In-depth
Relevant to the flight crew					
Automation and philosophy on the use of automation	Required	In-depth	In-depth	In-depth	In-depth
Specific type-related differences	Required	In-depth	Not required	Required	Required
Monitoring and intervention	Required	In-depth	In-depth	Required	Required
Relevant to the entire aircraft crew					
Shared situation awareness, shared information acquisition and processing; Workload management; Effective communication and coordination inside and outside the flight crew compartment; Leadership, cooperation, synergy, delegation, decision-making, actions; Resilience development; Surprise and startle effect; Cultural differences.	In-depth	Required	Required	Required	In-depth
Relevant to the operator and the organisation					
Operator's safety culture and company culture, standard operating procedures (SOPs), organisational factors, factors linked to the type of operations; Effective communication and coordination with other operational personnel and ground services.	In-depth	Required	In-depth	Required	In-depth
Case studies	In-depth	In-depth	In-depth	In-depth	In-depth

Implementation of CRM elements					
CRM training elements	Initial operator's CRMtraining	Operator conversion course when changing aircraft type	Operator conversion course when changing operator	Annual recurrent training	Command course
(a)	(b)	(c)	(d)	(e)	(f)
'Required' means training that shall be instructional or interactive in style to meet the objectives specified in the CRM training programme or to refresh and strengthen knowledge gained in a previous training. *'In-depth' means training that shall be instructional or interactive in style taking full advantage of group discussions, team task analysis, team task simulation, etc., for the acquisition or consolidation of knowledge, skills and attitudes. The CRM training elements shall be tailored to the specific needs of the training phase being undertaken.*					

Using a 3-year cycle, the Company CRM recurrent training shall include a review of all training elements.

The scheduling of the training elements to be reviewed per period of 12 months shall be such as to cover all elements over a 3-year period as described in the table below:

Table: Flight Crew CRM recurrent training program

Flight Crew CRM recurrent training program	
Year	Subject
Every Year	Human factors in aviation; General instructions on CRM principles and objectives; Human performance and limitations; Threat and error management
Module 1 *(2024, 2027, etc)* *Relevant to the individual flight crew member*	Personality awareness, human error and reliability, attitudes and behaviours, self-assessment and self critique; Stress and stress management; Fatigue and vigilance Assertiveness, situation awareness, information acquisition and processing;
Module 2 *(2025, 2028, etc)* *Relevant to the flight and entire aircraft crew*	Automation and philosophy on the use of automation; Specific type-related differences; Monitoring and intervention; Shared situation awareness, shared information acquisition and processing; Workload management; Effective communication and coordination inside and outside the flight crew compartment; Leadership, cooperation, synergy, delegation, decision-making, actions; Resilience development Surprise and startle effect; Cultural differences;
Module 3 *(2026, 2029, etc)* *Relevant to the operator and the organisation*	Operator's safety culture and company culture, standard operating procedures (SOPs), organisational factors, factors linked to the type of operations; Effective communication and coordination with other operational personnel and ground services; Case based studies. Additional areas which warrant extra attention, as identified by the accident prevention and flight safety programme.

2.6.8.3 Administration

The theoretical training shall be conducted by a qualified CRM Trainer and/or by using computer based training (CBT). Computer based training shall not be conducted as a stand-alone training method, but may be conducted as complementary training method. The recommended duration for the any CRM training shall be 6 hours whereas an initial CRM training shall be 18 hours with a minimum of 12 hours in classroom training.

The CRM annual recurrent training shall be valid for 12 months including the remainder of the month with a NPRP of 3 months.

CRM initial training, CRM conversion training, CRM command training and CRM assessment training shall remain valid without expiry date.

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The CRM training combined Flight crew and Cabin crew shall be valid for 36 months including the remainder of the month with a NPRP of 3 months.

END ASL BV

There shall be no difference between revalidating and renewing this training.

The standard Company attendance sheet shall be used to document the attendance of the different Trainees.

2.6.9 Dangerous goods training and checking

- *Refer to the Operations Manual Part A Section 1.1.5 – List of aircraft in service*
- *Refer to the Operations Manual Part A Section 9.1.7 – Dangerous goods training*
- *Refer to the Operations Manual Part B Section 1.4 – Types of operation*
- *Refer to the Operations Manual Part D Annex 18 – CBTA Dangerous Goods*

2.6.9.1 General

The Company shall establish and maintain dangerous goods (DG) training and checking programs for all Company personnel as required by the Technical Instructions which shall be subject to review and approval by the Competent Authority. Training programs shall be commensurate with the responsibilities of personnel.

The dangerous goods (DG) training and checking shall be part of the operator conversion program and the recurrent training and checking program of Crew Members and Flight Dispatchers.

NOTE

The Company has the authorisation to carry dangerous goods. This section describes the requirements for all personnel involved in the process of carrying dangerous goods by meeting the requirements as set out in IATA DGR Appendix H.

2.6.9.2 Initial and recurrent training

The purpose of this training shall be to ensure that awareness is gained of the hazards associated with dangerous goods, how to identify them and what requirements apply to the carriage of such goods by passengers.

Company Personnel shall receive training in the requirements applicable to their responsibilities. Such training shall include:

1. General familiarisation training which shall be aimed at providing familiarity with the general provisions,
2. Function specific training which shall provide detailed training (see below) in the requirements applicable to the function for which that person is responsible,
3. Safety training, which shall cover the hazards, presented by dangerous goods, safe handling and emergency response procedures.

Successful training shall depend on training that identifies the areas that are essential (function specific training) to Company Personnel. They shall rely on the particular aspects being covered during training in relation to their responsibilities. For this reason, the dangerous goods function specific training is designed for the following groups of Company Personnel:

Table: Category of Company personnel

Category of Company personnel	
Personnel	Category
Flight Crew Members / Flight Dispatchers	A
Cabin Crew Members	B
Staff of freight forwarders involved in the handling, storage and loading of cargo or mail	C
Operator's and ground handling agent's staff accepting DG	D
NOTE: The Company does not employ company personnel of the Category C. NOTE: The Dangerous Goods coordinator and Flight Crew Members responsible for handling and/or accepting Dangerous Goods are trained by contracted organizations according Annex 2.	

The different categories of personnel shall be trained in the following aspects:

Table: Aspects of transport of dangerous goods by air

Aspects of transport of dangerous goods by air				
Aspects	Category			
	A	B	C	D
General philosophy	X	X	X	X
Limitations	X	X	X	X
General requirements for shippers				X
Classification				X
List of dangerous goods	X			X
General packing requirements				X
Packing instructions				X
Labeling and marking	X	X	X	X
Shipper's Declaration and other relevant documentation				X
Acceptance procedures				X
Recognition of undeclared dangerous goods	X	X		X
Storage and loading procedures	X		X	X
Pilot's notification	X			X
Provisions for passengers and crew	X	X	X	X
Emergency procedures	X	X	X	X

2.6.9.3 Initial and recurrent checking

Trainees shall complete multiple-choice questions during the training. Passing the course shall require a grading of 80 % or more. During each line check a dangerous goods competence assessment shall be done.

2.6.9.4 Administration

The course shall be conducted by using classroom or computer-based training for personnel of category A and B, and classroom training for personnel of category D.
The minimum duration for the course is 3 hours for personnel of category A and B, and 7 hours for personnel of category D.
The course shall be valid for 24 months including the remainder of the month with a NPRP of 3 months.

2.6.10 Company manuals and procedures training and checking

2.6.10.1 General

The Company manuals and procedures training and checking course shall be part of the operator conversion training and checking program and recurrent training and checking program of flight crew members and flight dispatchers.

2.6.10.2 Initial training

The purpose of this training shall be to train Company personnel in the use of Company procedures and manuals, including the Minimum Equipment List. Training shall be given using the Operations Manual Part A, Part B, Part C and MEL as reference. Other Company manuals may also be used during the training.

Flight crew members shall be competent in the operating procedures and the use of checklist used.

This training shall include normal procedures, which include flight planning and ground-handling and flight operations, including performance, mass and balance, fuel schemes, selection of alternates, and ground de-icing/anti-icing.

During the training, it shall be emphasised that improvement to Company manuals and MEL procedures may only exist if feedback is given by Company personnel (i.e. the Trainee) actually using these manuals and procedures.

2.6.10.3 Recurrent training and checking

Recurrent training shall be annually. Recurrent training shall be organised to review changed procedures, discuss recent, relevant samples of accidents, incidents and occurrences and standardised Company operating procedures among personnel. It shall include normal procedures, which include flight planning and ground-handling and flight operations, including performance, mass and balance, fuel schemes, selection of alternates, and ground de-icing/anti-icing.

Flight crew members shall be competent in the operating procedures and the use of checklist used.

Extra oral checking may also be organised to review, on request of the Performance Review Board (PRB), a Trainee who is for example eligible for an upgrade or a new function (i.e. First Officer ready for upgrade to Commander).

If the recurrent training is done using computer-based training (CBT), trainees shall complete a multiple-choice questionnaire at the end.

2.6.10.4 Administration

The training and checking shall be conducted by a suitably qualified Ground Instructor (GI) with sufficient operational experience (initial, remedial and/or recurrent training and checking) and/or by using computer-based training (recurrent training and checking only).

The minimum duration for the course is 1 hours and depends on the experience and size of the group of trainees. The standard Company attendance sheet shall be used to document the attendance of the different Trainees, unless CBT is used.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.11 Low visibility procedures training and checking

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

2.6.11.1 General

Flight crew shall be competent to conduct the intended operations. Each flight crew member shall successfully complete training and checking for all types of LVO and operations with operational credits for which an approval has been granted. The Company is only authorised to conduct LVTO operations with an RVR of no less than 125 meters.

The training:

1. Includes initial and recurrent training and checking
2. Includes normal, abnormal and emergency procedures,
3. Is tailored to the type of technologies used in the intended operations, and
4. Takes into account human factor risks associated with the intended operations.

The low visibility training shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

Flight Crew Members shall follow this training before they are allowed to perform this procedure. Note that both Flight Crew Members shall be trained on low visibility procedures to perform a take-off with an RVR of less than 400 meters. A Flight Crew Member shall be deemed as appropriately trained when he has performed all required training as PF when occupying the left hand seat (CM1) and as PM when occupying the right hand seat (CM2). If one or both Flight Crew Members in multi-pilot operations is / are not trained accordingly for low visibility take-off procedures, the RVR shall not be less than 400 meters.

2.6.11.2 Initial training and checking

The flight crew members shall have completed training and checking prior to being authorised to conduct take-offs in an RVR below 400 m unless credits related to training and checking for previous experience in LVTOs on similar aircraft types are defined in the operational suitability data established in accordance with Regulation (EU) No 748/2012.

Low visibility theoretical training for LVTO shall include at least the following:

1. The characteristics of fog,
2. The effects of precipitation, ice accretion, low level wind shear and turbulence,
3. The effect of specific aircraft / system malfunctions,
4. The use and limitations of RVR assessment systems,
5. The procedures to be followed and precautions to be taken with regard to surface movement during operations when the RVR is 400 m or less and any additional procedures required for take-off in conditions below 150 m,
6. The qualification requirements for pilots to obtain and retain approval to conduct low visibility take-offs,
7. The importance of correct seating and eye position,
8. The knowledge that all take-offs with an RVR of less than 400 meters shall be performed by the Commander, occupying the left hand seat,
9. Awareness to select a take-off alternate.

The trainees shall complete a multiple-choice questionnaire showing proof they are proficient in the topics covered during the training.

Low visibility practical training shall be carried out in an FSTD. This training shall include the use of any special procedures and equipment and consists of:

1. Normal take-off in minimum approved RVR conditions,
2. Take-off in minimum approved RVR conditions with an engine failure between V_1 and V_2 (take-off safety speed) or as soon as safety considerations permit,
3. Take-off in minimum approved RVR conditions with an engine failure before V_1 resulting in a rejected take-off.

Before conducting LVTO's in RVRs of less than 150m, practical checking shall be conducted by including

1. at least one LVTO in the minimum approved visibility,
2. at least one rejected take-off at minimum approved RVR in an aircraft or FSTD.

NOTE

The practical checking may be combined with the exercises required to be performed during an operator proficiency check (OPC).

2.6.11.3 Recurrent training and checking

Recurrent Low visibility theoretical training for LVTO shall include the same topics as for the initial theoretical training and checking. Trainees shall complete a multiple-choice questionnaire at the end of the theoretical training showing proof they are proficient in the topics covered during the training.

The pilots' competence to perform LVOs for which they are authorised is checked by completing at least the following exercises:

1. One or more low-visibility rejected take-off at minimum approved RVR at least once over the period between two operator proficiency checks or once at every periodic demonstration of competence.
2. Pilots authorised for LVTO operations in an RVR of less than 150 m should additionally conduct at least one LVTO in the minimum approved visibility at each required operator proficiency check or periodic demonstration of competence

NOTE

The practical checking may be combined with the exercises required to be performed during an operator proficiency check (OPC).

2.6.11.4 Administration

The initial and recurrent theoretical training and checking shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer-based training (CBT).

The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees.

The course may be combined with other related courses (i.e. reduced vertical separation minima (RVSM) training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document

the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (general) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

The validity of the theoretical and practical training and checking shall be:

- For NCC: 12 months,
- For CAT: 12 months for the theoretical training and 6 months for the practical training,

including the remainder of the month with a NPRP of 3 months.

The training and checking shall be conducted by appropriately qualified personnel. In the case of flight and flight simulation training and checking, the personnel providing the training and conducting the checks shall be qualified in accordance with Annex I (Part-FCL) to Regulation (EU) No 1178/2011.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.12 Area, Route and aerodrome knowledge training and checking

► *Refer to the Operations Manual Part A Section 4.1.5 – Delegation of the conduct of the flight*

► *Refer to the Operations* ***Manual Part A Section 5.2.7 – Area, Route and aerodrome qualification and currency***

► *Refer to the Operations Manual Part C Section 10.2 – Area of operation*

► *Refer to the Operations Manual Part C Section 11 – Area and Route Qualification Briefing Procedures*

► *Refer to the Operations Manual Part C Section 13 – Aerodrome categorisation*

► *Refer to the* ***Operations Manual Part C Section 14 – Airport Qualification Briefing***

► *Refer to the Operations* ***Manual Part D Annex 11 – Practical training (airport qualification) form***

► *Refer to the Operations* ***Manual Part D Annex 12 – Practical training (route qualification) form***

2.6.12.1 General

The area, route and aerodrome knowledge training and checking shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members and Flight Dispatchers.

The Company shall comply with the national training and checking requirements published in the aeronautical information publication (AIP).

NOTE

For Flight Dispatchers only the initial and recurrent general area, route and aerodrome knowledge training and checking shall be applicable.

2.6.12.2 Initial and recurrent general area, route and aerodrome knowledge training

Besides the specific area, route or aerodrome knowledge training required for Flight Crew Members, the Company shall organise a general area, route and aerodrome knowledge training making Flight Crew Members and Flight Dispatchers familiar with:

1. Airport categorisation and Flight Crew Member qualification procedures,
2. Service ceiling and drift down procedures,
3. Communication failure procedures,
4. Use of MORA and MOCA,
5. QNH correction procedures.

2.6.12.3 Initial specific area and route knowledge training

The Company shall ensure that, prior to being assigned as Commander (PIC), the Flight Crew Member has obtained adequate knowledge of the route to be flown and of the airports (including alternates), facilities and procedures to be used. The area and route familiarisation training shall be conducted as an initial training before operating to a route and area.

An objective of the area and route training shall be to ensure that the Flight Crew Member has knowledge of:

1. Terrain and minimum safe altitudes,
2. Seasonal meteorological conditions,
3. Meteorological, communication and air traffic facilities, services and procedures,
4. Search and rescue procedures,
5. Navigational facilities associated with the route along which the flight is to take place,

Another objective of the area and route training shall be to ensure that the pilots are aware of the most significant underlying risks and threats of a route or an area that could affect their operations following the 'threat and error management model' or an alternative risk model agreed with the authority.

The area and route familiarisation training shall be based on an assessment by the operator of the underlying risks and threats of a route or an area using either internal and/or external evidence. The area and route familiarisation training shall be conducted:

1. as an initial training before operating to a route and area;
2. as a refresher training after not operating to a route and area for 12 months.

The area and route familiarisation training shall be delivered using different methods and tools.

1. The selection of the method and tools shall result from a combination of the learning objectives and the type of risk or threat that needs to be trained.
2. The selection of the appropriate method and tool shall be driven by the desired outcome in terms of adequate knowledge and awareness.
3. The methods and tools employed shall include one or more of the following: Training in a flight simulation training device (FSTD), computer-based training, familiarisation flight as a pilot in-command/commander or co-pilot under supervision or an observer, video training, virtual reality training, familiarisation by self-briefing with route documentation and audio training

The Flight Operations Manager shall be responsible for assessing the underlying risks and threats of the areas and routes.

Refresher training shall be completed after not operating on a route and area for 12 months.

NOTE

Operation in specific airspace or specific procedures requiring special approvals (i.e. reduced vertical separation minima, minimum navigation performance specification, etc) shall also require specific area and route knowledge training. They are however covered in separate sections of this manual.

2.6.12.4 Initial specific aerodrome knowledge training

Aerodrome familiarisation training shall include knowledge of obstructions, physical layout, lighting, approach aids and arrival, departure, holding and instrument approach procedures, applicable operating minima and ground movement considerations.

The Operations Manual part A shall specify the requirements necessary for each category of airport.

It specifies the parameters, which qualify an airport to be considered and provides a list of airports, categorised as A, B, C. All airports, into which the Company operates, are categorised in one of these three categories.

Prior to operating to a **category A aerodrome**, the pilot-in-command/commander shall:

1. comply with any requirements stipulated by the competent authority responsible for the aerodrome;

Prior to operating to a **category B aerodrome**, the pilot-in-command/commander shall:

1. comply with any requirements stipulated by the competent authority responsible for the aerodrome; and
2. be briefed, or self-brief by means of programmed instruction, about the additional considerations applicable to operations to that category B aerodrome. The completion of the briefing shall be recorded in the personal Flight Crew Member's file. This recording may be accomplished after completion or confirmed by the pilot-in-command/commander before departure on a flight involving category B aerodrome(s) as destination or alternate aerodromes

Prior to operating to a **category C aerodrome**, the pilot-in-command/commander shall:

1. comply with any requirements stipulated by the competent authority responsible for the aerodrome; and
2. be briefed or self-brief by means of programmed instruction, about the additional considerations applicable to operations to that category C aerodrome; and
3. visit the aerodrome as an observer and/or undertake instruction in a suitable FSTD. The observer should occupy an observer's seat where installed. If an observer's seat is not available and cannot be installed, the pilot-in-command/commander may occupy a pilot seat to conduct the aerodrome visit with a suitably qualified commander nominated by the category C aerodrome operator.

   The completion of the briefing, visit and/or instruction shall be recorded in the personal Flight Crew Member's file.

2.6.12.5 Recurrent specific area, route and aerodrome knowledge training

Depending on the complexity of the area, route or airport, recurrent training requirements may be applicable. Refer to the OM Part C for all required details on initial and recurrent training.

2.6.12.6 Initial and recurrent general area, route and aerodrome knowledge checking

Trainees shall complete a multiple-choice questionnaire at the end of the training showing proof they are competent in the topics covered during the training.

2.6.12.7 Initial and recurrent specific area, route and aerodrome knowledge checking

Depending on the complexity of the area, route or aerodrome, checking requirements may be applicable. Refer to the Operations Manual Part C for all required details on initial and recurrent checking.

2.6.12.8 Administration

The initial and recurrent general area, route and aerodrome knowledge training and checking shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer-based training (CBT). The minimum duration for the course is 0,5 hour and depends on the experience and size of the group of trainees.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

The initial and recurrent specific area, route and aerodrome knowledge training and checking shall be conducted by a suitably qualified Ground Instructor (GI), SFI or TRI, and/or by using computer-based training. The minimum duration for the course is 0,5 hour or any duration determined by the Aerodrome Authority.

For the initial and recurrent specific area, route and aerodrome knowledge training and checking, the practical training (airport qualification) form or the practical training (route qualification) form shall be used unless the training is conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

If only self-briefing is required for a specific area, route and aerodrome knowledge training, the Commander shall confirm completion of the self-briefing by signing the Operational Flight Plan (OFP).

The general training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company. The validity of the training and checking shall be 12 months for Flight Crew Members and 24 months for other Company personnel including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing the general training and/or checking.

For the specific route and/or aerodrome knowledge training and checking, depending on the complexity of the route or aerodrome, self-briefing may be sufficient or familiarisation / actual training may be required as detailed earlier in this section.

The validity of the aerodrome knowledge shall be maintained by operating at least once on the aerodrome within a 12 calendar months' period.

The 12-month period should be counted from the last day of the month:

1. when the familiarisation training was undertaken; or
2. of the latest operation on the route or area to be flown and of the aerodromes, facilities and procedures to be used.

The route or area knowledge shall be maintained by operating at least once to the route or area within a 36 months' period. In addition, refresher training is required regarding route or area knowledge if not operating on a route or area for 12 months within the 36-month period.

The 36-month period should be counted from the last day of the month:

1. when the familiarisation training was undertaken; or
2. when the latest operation on the route or area was flown.

2.6.13 Operations in areas of metric altimetry training

2.6.13.1 General

The operations in areas of metric altimetry training course shall be part of the operator conversion program of Flight Crew Members.

2.6.13.2 Initial training

Before operating to an area where metric units are used in climb or descent instructions and altitude adherence, a Flight Crew Member shall be briefed on the following topics:

1. Units used by ATC and conversion tables on charts including RVSM,
2. Metric altitudes displayed by the aircraft's avionics,
3. Use of metric unit conversion tables when not displayed by the aircraft’s avionics,
4. Altimeter setting procedures used by the Company.

At least 1 approach to an airport in a metric region shall be flown under supervision of a Line Training Captain with operational experience in metric regions. This approach may also be performed in a flight simulation training device (FSTD) as part of an approved training program.

No checking shall be performed after the training. Recurrent training and checking shall also not be applicable.

2.6.13.3 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT).

The minimum duration for the course is 15 minutes.

The course may be combined with other related courses (i.e. reduced vertical separation minima (RVSM) training and checking) when convenient.

For the theoretical training, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (route qualification) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

When performed in the aircraft, the practical training shall be given by a Line Training Captain with operational experience in the applicable area.

When performed in a flight simulation training device, the practical training shall be conducted a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner.

The operations in areas of metric altimetry training shall remain valid without expiry date.

2.6.14 Reduced vertical separation minima training and checking

2.6.14.1 General

The reduced vertical separation minima (RVSM) training and checking shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.14.2 Initial training

Flight Crew Members who are required to operate an aircraft in airspace or on routes where RVSM is applied, shall be required to undergo theoretical training as set out below:

1. Knowledge and understanding of standard ATC phraseology used in each area of operation,
2. The importance of Flight Crew Members cross checking to ensure that ATC clearances are promptly and correctly complied with,
3. The use and limitations in terms of accuracy of standby altimeters in contingencies. Where applicable, the pilot shall review the application of static source error correction through the use of correction cards,
4. The problems of visual perception of other aircraft at 1.000 ft (300 m) planned separation during darkness, and when encountering local phenomena such as northern lights, for opposite and same direction traffic and during turns,
5. The characteristics of aircraft altitude capture systems which may lead to overshoots,
6. The relationship between the aircraft's altimetry, automatic altitude control and transponder systems in normal and abnormal conditions,
7. Altimeter checking before entering RVSM airspace and allowable tolerances before entering and in cruise,
8. In-flight and after-flight operational procedures,
9. Any airframe operating restrictions, if required for the specific aircraft group, related to RVSM airworthiness approval.

Flight Crew Members shall also receive practical training in particularities of pre-flight inspection such as:

1. External inspection,
2. Altimeter checking on the ground and allowable tolerances.

At least 2 RVSM sectors shall be flown under supervision of a suitably qualified Line Training Captain as initial practical training.

2.6.14.3 Recurrent training

Recurrent training shall only require the theoretical training as set out above.

2.6.14.4 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the theoretical training. Practical checking shall not be required.

2.6.14.5 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 30 minutes and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

For the practical training, the line training syllabus shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

The validity of the theoretical training and checking shall be 36 months including the remainder of the month with a NPRP of 3 months. Practical training shall be given by a suitably qualified Line Training Captain with sufficient (refer to section 1.2.5.3.2 of this manual) operational experience in the applicable area.

If unable to maintain this route qualification, the practical training shall be repeated to renew the validity period.

2.6.15 Steep approach training

2.6.15.1 General

The steep approach training shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.15.2 Initial and recurrent training

Flight Crew Members, who are required to operate aircraft on airports where steep approach procedures apply, shall be required to undergo training as set out below:

1. Study of all steep approach procedures guidance material such as the Operations Manual Part A, Part B, Part C, AIP and AFM (supplements),
2. Synthetic flight or aircraft training that meets all requirements described and published by the applicable Airport Authorities,
3. Flight training with Training and/or Checking Personnel, that meets all requirements described and published by the applicable Airport Authorities.

The synthetic flight or aircraft training as mentioned above shall include, besides the requirements as published by the applicable Airport Authorities, at least:

1. one approach following a 5.5 degree approach path angle with full stop landing to comply with normal procedures with or without autobrake (with HUD, if applicable); and
2. one approach following a 5.5 degree approach path angle with engine anti-ice introducing an abuse in speed and 1000ft stabilisation criteria, managed by the crew to minima followed by a go-around; and
3. one approach following a 5.5 degree approach path angle with an engine failure below 400ft AGL, followed by a full stop landing or a go-around at pilot discretion.

At the end of the practical training to proficiency, a minimum of 2 full stop landings and one go-around must have been performed.

2.6.15.3 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees. The course may be combined with other related courses (route and airport competence training and checking) when convenient.

For the theoretical training, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (airport qualification) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

NOTE

Refer to the OM Part C or the airport specific training requirements for initial and recurrent training and checking requirements, Training and/or Checking Personnel requirements and possible other airport specific requirements.

The validity of the training and checking shall be 12 months including the remainder of the month with a NPRP of 3 months.

The practical training shall be conducted a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner using an approved flight simulation training device (FSTD) and by an LTC on the actual aircraft.

NOTE

Although not to be considered as a steep approach due to the last portion of the approach being visual, performing the steeper than normal approach (IGS RWY 25) into the airport of Sion, Switzerland (LSGS / SIR) may also be counted towards the steep approach qualification revalidation as well as the approaches used at EGLC, LOWI and LFLB

2.6.16 Performance-Based Navigation (PBN) training and checking

► *Refer to the Operations Manual Part A 8.3.2.2 Performance-based navigation*

2.6.16.1 General

All Flight Crew Members holding an Instrument Rating shall be qualified to fly Performance-based Navigation (PBN) procedures. Since August 25th 2020 all EASA compliant IR-checks include the PBN part of the skilltest or proficiency check.

The company hold no approval for RNP AR APCH operations.

2.6.17 North Atlantic High Level Airspace (NAT HLA MNPS) training and checking JNL

2.6.17.1 General

The North Atlantic High Level Airspace (NAT HLA MNPS) training and checking shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.17.2 Initial training

Flight Crew Members who are required to operate aircraft in NAT HLA MNPS airspace shall be required to undergo theoretical training as follows:

1. Knowledge and understanding of standard ATC phraseology used in this area of operation,
2. The importance of crew members cross-checking to ensure that ATC clearances are promptly and correctly complied with,
3. The use and limitations in terms of accuracy of navigation instruments in contingencies,
4. Any airframe operating restrictions, if required for the specific aeroplane group, related to NAT HLA MNPS airworthiness approval,
5. Actions to be considered in the event of systems failure(s).

At least one NAT HLA MNPS sectors shall be flown under supervision of a Line Training Captain with sufficient NAT HLA MNPS experience, for initial training purposes. The Line Training Captain may occupy the observer's seat (if available) provided:

1. The operating crew is fully qualified to operate the aircraft,
2. The supervising Line Training Captain must be able to monitor all conversations with ATC.

NAT HLA MNPS flying requires additional communication and contingency procedures; this may perfectly be monitored from the observer's seat.

NOTE

Refer to OM Part A 8.3.2.3.4.5 regarding special arrangements for operation in NAT HLA for aircraft not meeting NAT HLA requirements.

2.6.17.3 Recurrent training

Recurrent training shall only require the theoretical training as set out above.

2.6.17.4 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the theoretical training. Practical checking shall not be required.

2.6.17.5 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (route qualification) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

The validity of the theoretical training and checking shall be 36 months including the remainder of the month with a NPRP of 3 months.

Practical training shall be given by a suitably qualified Line Training Captain with sufficient (refer to section 1.2.5.3.2 of this manual)operational experience in the applicable area.

NOTE

When the Line Training Captain or Flight Instructor Supervisor (FIS) is occupying the observer's seat and when the operating crew is fully qualified to operate the aircraft, the FIS does not necesarrily needs to be qualified on the applicable aircraft type.

2.6.18 Pre-flight training

2.6.18.1 General

The pre-flight training course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.18.2 Initial and recurrent training

The Continuing Airworthiness Management Exposition (CAME) shall require all Flight Crew Members to receive training in performing pre-flight inspections for each aircraft type they are qualified on.

Training shall be conducted by a qualified Technician, an ATO, a line training captain (LTC) or an Aircraft and/or Synthetic Flight Instructor and/or Examiner type rated on the respective type.

Training will cover all the items of a pre-flight (i.e. walk-around) inspection emphasizing areas of attention.

No checking shall be performed after the training.

2.6.18.3 Administration

The validity of the training shall be 24 months including the remainder of the month with a NPRP of 3 months

The minimum duration for the course is 0,5 hour.

The standard Company attendance sheet shall be used to document attendance of the training. When combined with a line check, the line check form shall be used.

2.6.19 Compliance Monitoring training

► *Refer to the Compliance Monitoring Manual Section 7.2 – Training*

2.6.19.1 General

The compliance monitoring course shall be part of the operator conversion training and checking program of all Crew Members, Flight Dispatchers and CAMO staff.

2.6.19.2 Initial training

The purpose of this training shall be to make Company personnel aware of Company compliance monitoring procedures. The compliance monitoring briefing shall be based on the applicable Operations Manual Part A, CAME and Compliance Monitoring Manual (CMM), and shall introduce the Company personnel to its general principles.

No checking shall be performed after the training.

2.6.19.3 Recurrent training

Recurrent training is not required. When deemed necessary the Compliance Monitoring Manager can organize a recurrent training event.

2.6.19.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) (may also be conducted by the Compliance Monitoring Manager or Safety Manager if not being already a Ground Instructor) and/or by using computer based training (CBT).

The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees.

The training shall be given upon entry into the Company and remains valid without expiry date.

NOTE

Succesful completion of the Compliance Monitoring training qualifies the candidate for the compliance monitoring training within the ASL group.

2.6.20 Security training

2.6.20.1 General

The security training course shall be part of the operator conversion program and the recurrent training and checking program of Crew Members and Flight Dispatchers. The content of the training shall be adapted to the Company specific security threats.

2.6.20.2 Initial training

Initial security training shall include:

(1) For Crew Members:

a) knowledge of previous acts of unlawful interference with civil aviation, terrorist acts and current threats;
b) awareness of the relevant legal requirements and knowledge of elements contributing to the establishment of a robust and resilient security culture in the workplace and in the aviation domain, including, inter alia, insider threat and radicalization;
c) knowledge of the objectives and organization of aviation security, including the obligations and responsibilities of flight and cabin crew members;
d) knowledge of how to protect and prevent unauthorized access to aircraft;
e) knowledge of procedures for sealing aircraft, if applicable for the person to be trained;
f) ability to identify prohibited articles;
g) knowledge of how prohibited articles may be concealed;
h) ability to implement aircraft security searches to a standard sufficient to reasonably ensure the detection of concealed prohibited articles;
i) knowledge of the configuration of the type or types of aircraft on which the duties are performed;
j) ability to protect flight deck during the flight;
k) knowledge of procedures relevant to carriage of potentially disruptive passengers on board an aircraft, if applicable for the person to be trained;
l) knowledge of handling persons authorized to carry firearms on board, if applicable for the person to be trained;
m) knowledge of reporting procedures;
n) ability to respond appropriately to security related incidents and emergencies on board an aircraft.';
o) determination of the seriousness of the occurrence;
p) crew communication and coordination;
q) appropriate self-defence responses;
r) use of non-lethal protective devices assigned to crew members whose use is authorised by the Member State;
s) understanding of behaviour of terrorists so as to facilitate the ability of crew members to cope with hijackerbehaviour and passenger responses;
t) Live situational training exercises regarding various threat conditions;
u) flight crew compartment procedures to protect the aircraft;
v) aircraft search procedures, in accordance with Regulation (EC) No 300/2008, including identification of prohibited articles; and
w) guidance on the least risk bomb locations.

(2) For Flight Dispatchers:

a) knowledge of previous acts of unlawful interference with civil aviation, terrorist acts and current threats;
b) awareness of the relevant legal requirements and knowledge of elements contributing to the establishment of a robust and resilient security culture in the workplace and in the aviation domain, including, inter alia, insider threat and radicalisation.';
c) knowledge of the objectives and organisation of aviation security, including the obligations and responsibilities of persons implementing security controls;
d) understanding of the configuration of the screening checkpoint and the screening process;
e) awareness of access control and relevant screening procedures;
f) knowledge of airport identification cards used at the airport;
g) knowledge of reporting procedures;
h) ability to respond appropriately to security related incidents.

Each person will need to demonstrate his understanding of all subjects. This shall be done via (virtual) classroom interaction or written test.

2.6.20.3 Recurrent training

Using a 3-year cycle, the Security recurrent training for crew members shall include a review of all training elements.
The scheduling of the training elements to be reviewed per period of 12 months shall be such as to cover all elements over a 3-year period as described in the table below.
For all other types of personnel, the recurrent training shall be the same as the initial training.

Security recurrent training program for Crew Members	
Year	Subject
Every year	a. knowledge of previous acts of unlawful interference with civil aviation, terrorist acts and current threats; b. awareness of the relevant legal requirements and knowledge of elements contributing to the establishment of a robust and resilient security culture in the workplace and in the aviation domain, including, inter alia, insider threat and radicalization; m. knowledge of reporting procedures;
Module 1 (2027, 2030,...)	c. knowledge of the objectives and organization of aviation security, including the obligations and responsibilities of flight and cabin crew members; d. knowledge of how to protect and prevent unauthorized access to aircraft; e. knowledge of procedures for sealing aircraft, if applicable for the person to be trained; p. crew communication and coordination;
Module 2 (2025, 2028,...)	f. ability to identify prohibited articles; g. knowledge of how prohibited articles may be concealed; h. ability to implement aircraft security searches to a standard sufficient to reasonably ensure the detection of concealed prohibited articles; i. knowledge of the configuration of the type or types of aircraft on which the duties are performed; l. knowledge of handling persons authorized to carry firearms on board, if applicable for the person to be trained; n. ability to respond appropriately to security related incidents and emergencies on board an aircraft; o. determination of the seriousness of the occurrence; w. guidance on the least risk bomb locations. v. aircraft search procedures, in accordance with Regulation (EC) No 300/2008, including identification of prohibited articles; and

Security recurrent training program for Crew Members	
Year	Subject
Module 3 (2026, 2029,...)	j. ability to protect flight deck during the flight; k. knowledge of procedures relevant to carriage of potentially disruptive passengers on board an aircraft, if applicable for the person to be trained; q. appropriate self-defence responses; r. use of non-lethal protective devices assigned to crew members whose use is authorised by the Member State; s. understanding of behaviour of terrorists so as to facilitate the ability of crew members to cope with hijacker behaviour and passenger responses; t. live situational training exercises regarding various threat conditions; u. flight crew compartment procedures to protect the aircraft;

2.6.20.4 Administration

Initial training shall be provided via live classroom training.
Recurrent training for crew members shall be conducted by using computer-based training (CBT), or via live or virtual classroom training, except for module 3, which shall always be done using live classroom training.
The minimum duration for the initial and recurrent training is 4 hours and depends on the experience and size of the group of trainees.
A course completion certificate or attendance sheet shall document the completion of the training.

The initial training shall be given upon entry into the Company (Refer to the specific category of personnel for the period in which the course shall be to be completed.).
The validity of the Security training for crew members shall be 12 months, including the remainder of the month. The validity of the Security training for Flight Dispatchers is 36 months. The NPRP is 3 months.

2.6.21 CPDLC (Controller Pilot DataLink Communication) training and checking JNL

2.6.21.1 General

The CPDLC (Controller Pilot DataLink Communication) training and checking should be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.21.2 Initial training

As a minimum, the items listed below should be addressed as part of a general theoretical training:

1. Description of the data link system, including applications, network and subnetworks,
2. Flight planning requirements for data link flights Upwards / downwards winds and hail,
3. Implications of flights departing under minimum equipment list (MEL) relief, and
4. Implications of planned and unplanned network outages on data link operations.

2.6.21.3 Initial checking

Trainees should complete a multiple-choice questionnaire at the end of the training showing proof they are proficient in the topics covered during the training.

Recurrent training and checking shall not be required.

2.6.21.4 Administration

The training and checking should be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 1 hours and depends on the experience and size of the group of trainees.

The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

The training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company and remains valid without expiry date.

2.6.22 Flight Crew Member incapacitation training and checking

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

2.6.22.1 General

The flight crew incapacitation training and checking course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.22.2 Initial and recurrent training

Initial and recurrent theoretical training shall include:

1. Recognition of obvious and subtle incapacitation,
2. Actions such as restraining and oxygen supply procedures,
3. Revised crew duty procedures,
4. Incapacitation due to hypoxia, malaria, fainting, diabetes, heart attack and coronary heart disease (CHD),
5. Hygiene and risks,
6. Nose bleed.

Where a flight simulation training device (FSTD) shall be used for initial and recurrent training, practical procedures shall be trained to help Flight Crew Members recognizing and handling flight crew incapacitation at intervals not exceeding 36 months.

2.6.22.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the theoretical training showing proof they are proficient in the topics covered during the training.

No checking shall be required after the practical training.

2.6.22.4 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (general) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

The validity of the theoretical training and checking shall be 12 months including the remainder of the month with a NPRP of 3 months.

If an approved flight simulation training device (FSTD) is available,

1. The practical training shall be conducted by a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner,
2. The validity of the practical training shall be 36 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.23 Airborne collision avoidance system training and checking

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

2.6.23.1 General

The airborne collision avoidance system (ACAS) training and checking course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.23.2 Initial and recurrent training

During initial and recurrent theoretical training, the Flight Crew Member shall demonstrate an understanding of ACAS operation and the criteria used for issuing TA's and RA's.

ACAS recurrent training shall ensure that Flight Crew Members maintain the appropriate ACAS knowledge and skills. ACAS recurrent training shall be integrated into and/or conducted in conjunction with other established recurrent training and checking programs. An essential item of recurrent training is the discussion of any significant issues and operational concerns that have been identified. Recurrent training shall also address changes to ACAS logic, parameters or procedures and to any unique ACAS characteristics of which Flight Crew Members should be made aware.

If an approved flight simulation training device (FSTD) is available and equipped with an ACAS display and controls similar in appearance and operation to those in the aircraft the Flight Crew Member is operating, training shall also be conducted in that flight simulation training device (FSTD).

2.6.23.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the theoretical training showing proof they are proficient in the topics covered during the training.

No checking shall be required after the practical training.

2.6.23.4 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 15 minutes and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT). For the practical training, the practical training (general) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms to document the training.

The validity of the theoretical training and checking shall be 36 months including the remainder of the month with a NPRP of 3 months.

If an approved flight simulation training device (FSTD) is available,

1. The practical training shall be conducted by a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner,
2. The validity of the practical training shall be 36 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.24 Volcanic ash operation training and checking

2.6.24.1 General

The volcanic ash operation training and checking shall be part of the operator conversion program and, if required, the recurrent training and checking program of Flight Crew Members and Flight Dispatchers.

2.6.24.2 Initial and recurrent training

Initial and recurrent theoretical shall include:

1. Volcanoes and their characteristics,
2. The ash cloud,
3. VAAC's (Volcanic Ash Advisory Centers),
4. Operation to/from an airport with volcanic ash exposure,
5. Flight planning and flight procedures.

The training shall be completed as part of the operator conversion program as awareness training. Recurrent training (and checking accordingly) shall only be completed when environmental circumstances dictate as such. The Safety Manager shall inform the Training Manager when he deems recurrent training and checking necessary also indicating in what time period all applicable types of personnel shall have completed this recurrent training and checking successfully.

2.6.24.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the training showing proof they are proficient in the topics covered during the training.

2.6.24.4 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 30 minutes and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Area, route and aerodrome knowledge training and checking) when convenient.

For the theoretical training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

The Safety Manager shall decide when recurrent training and checking shall be required.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.25 Standard operating procedures training and checking

► *Refer to the Operations Manual Part D Annex 15 – Standard operating procedures (SOP) grading form*

2.6.25.1 General

The standard operating procedures (SOP) training and checking course shall be part of the operator conversion training and checking program and recurrent training and checking program of Flight Crew Members.

NOTE

This training may be used as a mitigation procedure in case of reduced line training, when requested by the Performance Review Board (PRB) to assess a Flight Crew Member, remedial training in case of poor progress, etc.

2.6.25.2 Initial and recurrent training

The purpose of this training is to make Flight Crew Members (in particular Company Training and/or Checking Personnel conducting practical training and/or checking) aware of the existence of, and use of, Company standard operating procedures (SOP's) and call-outs. Training shall be given using the Operations Manual Part B (in particular section 2 and 3 of the applicable Operations Manual Part B) as reference. Other Company manuals may also be used during the training. The training shall preferentially be conducted in a simulated cockpit environment allowing Flight Crew Members to perform certain actions using the Company SOP's and call-outs.

Recurrent training shall be organised to review new procedures, discuss recent and relevant occurrences and standardise Company standard operating procedures (SOP's) among Flight Crew Members.

2.6.25.3 Initial and recurrent checking

Whilst the course emphasizes on training, it shall also be considered as a checking event. When grading the Trainee using practical exercises, the proficiency assessment marker (PAM) system shall be used as reference.

The assessment of the Trainee shall take into account his actual role and responsibility as part of the crew and shall be completed using the standard operating procedures grading form. The assessment of the Trainee may suggest extra requirements and/or training (i.e. extra line training, no recommendation for upgrade, etc) if not meeting the expected standards, which shall be forwarded to the Training Manager.

Extra checking may also be organised to review, on request of the Performance Review Board (PRB), a Trainee who is for example ellegeable for an upgrade (i.e. First Officer ready for upgrade to Captain, prosing a Captain as Line Training Captain, etc).

2.6.25.4 Administration

The training and checking shall be conducted by a suitably qualified Ground Instructor (GI) with sufficient operational experience, a Line Training Captain (LTC) or a Flight Crew Member appointed by the Training Manager.

The minimum duration of the course is 2 hours and depends on the experience and size of the group of trainees. The grading shall be done using the standard operating procedures grading form, except when using computer-based training (CBT).

The validity of the training and checking shall be 36 months. However a new training and/or checking event may be required after a pre-defined period of time to re-evaluate the Trainee on any progress made. This can be done on request of the Training Manager, Flight Operations Manager and/or Performance Review Board (PRB).

2.6.26 Cold weather operations training and checking

2.6.26.1 General

The cold weather operations training and checking shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members and Flight Dispatchers.

2.6.26.2 Initial and recurrent training

Company personnel shall be trained on the adverse effects of cold weather and winter operations. The training shall include topics such as:

1. Certification Standards (CS) and aircraft systems,
2. De-icing and anti-icing fluids,
3. Runway conditions.

2.6.26.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire at the end of the training showing proof they are proficient in the topics covered during the training.

2.6.26.4 Administration

The training and checking shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT). The minimum duration for the course is 1 hours and depends on the experience and size of the group of trainees. The course may be combined with other related courses (Company manuals and procedures training and checking) when convenient.

For the training and checking, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

The training and checking shall be conducted every year between August 1st and October 31th. If the training and checking was completed outside this period, the training and checking shall be repeated within that period (i.e. even when within the same year) in order to comply with the requirement.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.27 Line check

► *Refer to the Operations Manual Part D Annex 4 – Line check form*

2.6.27.1 General

The line check shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members. It shall also be part of the Flight Crew Member's command conversion course.

2.6.27.2 Initial and recurrent checking

Each Flight Crew Member shall complete a line check on the aircraft. Line checks are intended to ensure the crew member's ability to operate efficiently under normal conditions

The line check is considered a particularly important factor in the development, maintenance and refinement of high operating standards, and can provide the Company with a valuable indication of the usefulness of its training policy and methods. Line checks are a test of a flight crew member's ability to perform a complete line operation, including pre-flight and post-flight procedures and use of the equipment provided, and an opportunity for an overall assessment of their ability to perform the duties required as specified in the operations manual. The line check is not intended to determine knowledge on any particular route.

Flight Crew Members shall be checked as Pilot Flying (PF) on one sector and as Pilot Monitoring (PM) on another sector.

A line check shall be conducted by a Line Training Captain (LTC) or a Line Check Captain (LCC). The person conducting the line check should occupy an observer's seat where installed.

If an observer's seat is not installed but a forward-facing passenger seat allows a good view and sound of the cockpit and the crew, this seat shall be used as an observer's seat.

If an observer's seat is not available and cannot be installed, the Line Training Captain shall occupy a pilot seat to conduct the line check.

An External Line Checker shall always be seated on the aircraft observer's seat.

During a line check, the crew (or the Flight Crew Member if the Line Training Captain is part of the crew) shall be assessed on their CRM skills in accordance with the proficiency assessment marker (PAM) system as described in section 3 of this manual. The purpose of such assessment shall be to:

1. Provide feedback to the crew collectively and individually and serve to identify re-training if required,
2. Be used to improve the CRM training system.

CRM assessment alone shall not be used as a reason for a failure of the line check. CRM assessments shall solely be based on observations made during the initial briefing, cabin briefing, flight crew compartment briefing and those phases where the Line Training Captain (LTC) occupies the observer's seat.

The assessment of Flight Crew Member(s) may suggest extra requirements and/or training (i.e. extra line training, no recommendation for upgrade, etc) if not meeting the expected standards, which shall be forwarded to the Training Manager.

Extra checking may also be organised to review, on request of the Performance Review Board (PRB), a Trainee who is for example eligible for an upgrade (i.e. First Officer ready for upgrade to Captain, prosing a Captain as Line Training Captain, etc).

If a suitable FSTD is available and accessible for operator proficiency checks or FSTD training, then a CRM assessment shall take place in a line-oriented flight scenario (LOFT or line-oriented section of the OPC) of an FSTD session. This assessment complements the CRM assessment taking place during the line check, but is not part of the line check.

During each line check a dangerous goods competence assessment shall be done.

2.6.27.3 Administration

When the applicable Trainee is ready for the line check, the Line Training Captain will inform the Training Manager.
The line check form is used to document the check using the proficiency assessment marker (PAM) system as reference.

The validity of the line check shall be 12 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing a line check.

NOTE

All other required training and/or checking completed and no operational limitations remaining not allowing to perform the applicable line check. Operational limitations may include (partially) failed line training, occurrences involving the Flight Crew Member under investigation, etc.

2.6.28 Company familiarisation training

2.6.28.1 General

The Company familiarisation training course shall be part of the operator conversion program of Flight Dispatchers.

2.6.28.2 Initial training

The Company familiarisation training course shall be considered as a continuous non-classroom training course taking place during the supervision period of the Trainee. Under supervision of a Flight Operations Dispatch Instructor or Ground Operations Instructor, the Trainee shall be made familiar with:

1. Practical Company familiarisation such as Company facilities available, Company administration procedures,
2. Specific airport procedures,
3. Emergency, safety and security procedures at the different Company facilities,
4. Location and use of normal and emergency equipment at the different facilities,
5. Different Company departments and practical communication lines with and between these departments.

The main objective of this practical training shall be to make the Trainee familiar with the different Company facilities and departments directly or indirectly available to him allowing him to perform his duties in a safe and efficient practical manner.

No checking shall be performed after the training. Recurrent training and checking shall also not be applicable.

2.6.28.3 Administration

The Company familiarisation training course shall be given as a non-classroom training by a Flight Operations Dispatch Instructor or Ground Operations Instructor. The training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the ASL Group and remains valid without expiry date.

2.6.29 Company software applications and dispatch procedures training

2.6.29.1 General

The Company software applications and dispatch procedures training course shall be part of the operator conversion training and checking program of Flight Dispatchers.

2.6.29.2 Initial and recurrent training

The Company software applications and dispatch procedures training shall be conducted by a Flight Operations Dispatch Instructor to make the Trainee familiar with:

1. Company software applications,
2. Dispatch procedures,
3. Contingency procedures in case of failure of equipment and/or software,
4. Reporting and archiving procedures.

The main objective of this training shall be to make the Trainee familiar with the Company operating procedures applicable to Flight Dispatchers.

No checking shall be performed after the training. Recurrent training is not required but shall be organised on request of the Flight Operations Manager, to review new procedures, discuss recent and relevant occurrences and standardise Company operating procedures among personnel.

2.6.29.3 Administration

The training shall be conducted by a Flight Operations Dispatch Instructor (FODI). The recurrent training may be combined with other related courses (i.e. Company manuals and procedures training and checking) when convenient.

The minimum duration for the course is 6 hours and depends on the experience and size of the group of trainees. The standard Company attendance sheet shall be used to document the attendance of the different Trainees.

The training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company. The validity of the training shall be 24 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing this training.

2.6.30 Human factors training

2.6.30.1 General

The human factors training course shall be part of the operator conversion training and checking program and recurrent training and checking program of Flight Dispatchers.

2.6.30.2 Initial and recurrent training

The human factors training shall be conducted by a suitably qualified CRM Instructor to make the Trainee familiar with:

1. Human factors in aviation and general instructions on CRM principles and objectives,
2. Human performance and limitations,
3. Personality awareness, human error and reliability, attitudes and behaviour,
4. Stress and stress-management,
5. Fatigue and vigilance,
6. Assertiveness,
7. Situational awareness, information acquisition and processing,
8. Error prevention and detection,
9. Workload management,
10. Leadership, co-operation, synergy, decision-making and delegation,
11. Individual and team responsibilities, decision making and actions,
12. Company safety culture, SOP's, organisational factors and factors linked to the type of operations,
13. Effective communication and coordination with other personnel and ground services,
14. Case-based studies.

Company personnel shall not be assessed when completing elements of the human factors training. Recurrent training shall be organised with a focus on reviewing and discussing recent and relevant Company occurrences and third-party case-based studies.

2.6.30.3 Administration

The training shall be conducted by a suitably qualified CRM Instructor or by means of CBT. The minimum duration for the course is 3 hours and depends on the experience and size of the group of trainees. The standard Company attendance sheet shall be used to document the attendance of the different Trainees.

The training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company. The validity of the training shall be 36 months including the remainder of the month with a NPRP of 3 months.There shall be no difference between revalidating and renewing this training.

2.6.31 Fatigue Risk Management (FRM) training ASL BV

► ***Refer to the Operations Manual Part A Section 7B.14.2 - Fatigue management training***

► ***Refer to the Safety Management Manual Section 2.10 - Fatigue Risk Management***

2.6.31.1 General

Fatigue Risk Management training and checking shall be part of the operator conversion training and checking program and recurrent training and checking program of Crew Members, personnel responsible for preparation and maintenance of crew rosters and management personnel concerned.

NOTE

This training only applies to Flight Crew Members and Cabin Crew Members operating aircraft with a MOPSC of more than 19 for which Commission Regulation (EU) No 83/2014 shall be applicable.

2.6.31.2 Initial and recurrent training and checking

The training syllabus shall contain the following:

1. Applicable regulatory requirements for flight, duty and rest;
2. The basics of fatigue including sleep fundamentals and the effects of disturbing the circadian rhythms;
3. The causes of fatigue, including medical conditions that may lead to fatigue;
4. The effect of fatigue on performance;
5. Fatigue countermeasures;
6. The influence of lifestyle, including nutrition, exercise, and family life, on fatigue;
7. Familiarity with sleep disorders and their possible treatments;
8. Where applicable, the effects of long range operations and heavy short range schedules on individuals;
9. The effect of operating through and within multiple time zones; and
10. The Crew Member responsibility for ensuring adequate rest and fitness for flight duty.

2.6.31.3 Administration

Fatigue Risk Management training and checking is completed via CBT. The minimum duration for the course is 1 hour.

The validity of the training and checking shall be 36 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.32 External Instructor and/or Examiner briefing

► *Refer to the Operations Manual Part D Annex 8 – External briefing completion form*

2.6.32.1 General

The external Instructor and/or Examiner briefing shall be used to inform an external Aircraft and/or Synthetic Flight Instructor and/or Examiner about the basic Company procedures and philosophies with regard to the Company:

1. Safety Management System,
2. Compliance Monitoring System,
3. Standard operating procedures (SOP),
4. Proficiency assessment markers (PAM) system.

During such a briefing, the Trainee shall be presented with the Company manuals and the applicable forms required for the training and/or checking to be performed. These manuals and forms will be send by email.

2.6.32.2 Administration

The briefing shall be conducted by a suitably qualified Flight Instructor Supervisor (FIS). The minimum duration for the course is 2 hours and depends on the experience of the external Instructor and/or Examiner..

The external briefing completion form shall be used to document the attendance of the Trainee(s).

NOTE

An instructor and/or examiner who received an external instructor and/or examiner briefing for JNL is considered to be qualified for ASL BV as well (and visa versa).

2.6.33 Upset prevention and recovery training

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

► *Refer to the Operations Manual Part D Annex 3 – Operator Proficiency Check form*

2.6.33.1 General

'Aeroplane upset prevention and recovery training' means a combination of theoretical knowledge and flying training with the aim of providing flight crew with the required competencies to prevent or recover from developing or developed aeroplane upsets.

The objective of the UPRT is to help flight crew acquire the required competencies in order to prevent or recover from a developing or developed aeroplane upset. Prevention training prepares flight crew to avoid incidents whereas recovery training prepares flight crew to prevent an accident once an upset condition has developed.

The UPRT training shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.33.2 Initial and recurrent theoretical training

General UPRT theoretical training shall include upset prevention and recovery elements as set out in the tables below as part of the operator conversion program.

Table: Elements and components required for upset prevention training

Elements and respective components of upset prevention training			
Elements and components		Ground training	FSTD/ Aeroplane training
A	Aerodynamics		
1	General aerodynamic characteristics	•	
2	Aeroplane certification and limitations	•	
3	Aerodynamics (high and low altitudes)	•	•
4	Aeroplane performance (high and low altitudes)	•	•
5	Angle of attack (AOA) and stall awareness	•	•
6	Stick shaker or other stall-warning device activation (as applicable)	•	•
7	Stick pusher (as applicable)	•	•
8	Mach effects (if applicable to the aeroplane type)	•	•
9	Aeroplane stability	•	•
10	Control surface fundamentals	•	•
11	Use of trims	•	•
12	Icing and contamination effects	•	•
13	Propeller slipstream (as applicable)	•	•
B	Causes of and contributing factors to upsets		
1	Environmental	•	
2	Pilot-induced	•	
3	Mechanical (aeroplane systems)	•	

Elements and respective components of upset prevention training			
Elements and components		Ground training	FSTD/ Aeroplane training
C	Safety review of accidents and incidents relating to aeroplane upsets		
1	Safety review of accidents and incidents relating to aeroplane upsets	•	
D	g-load awareness and management		
1	Positive/negative/increasing/decreasing g-loads	•	•
2	Lateral g awareness (sideslip)	•	•
3	g-load management	•	•
E	Energy management		
1	Kinetic energy vs potential energy vs chemical energy (power)	•	•
F	Flight path management		
1	Relationship between pitch, power and performance	•	•
2	Performance and effects of differing power plants (if applicable)	•	•
3	Manual and automation inputs for guidance and control	•	•
4	Type-specific characteristics	•	•
5	Management of go-arounds from various stages during the approach	•	•
6	Automation management	•	•
7	Proper use of rudder	•	•
G	Recognition		
1	Type-specific examples of physiological, visual and instrument clues during developing and developed upsets	•	•
2	Pitch/power/roll/yaw	•	•
3	Effective scanning (effective monitoring)	•	•
4	Type-specific stall protection systems and cues	•	•
5	Criteria for identifying stalls and upsets	•	•
H	System malfunction (including immediate handling and subsequent operational considerations, as applicable)		
1	Flight control defects	•	•
2	Engine failure (partial or full)	•	•
3	Instrument failures	•	•
4	Loss of reliable airspeed	•	•
5	Automation failures	•	•
6	Fly-by-wire protection degradations	•	•
7	Stall protection system failures including icing alerting systems	•	•

Elements and respective components of upset prevention training			
Elements and components		Ground training	FSTD/ Aeroplane training
I	Manual handling skills (no autopilot, no autothrust/autothrottle and, where possible, without flight directors)		
1	Flight at different speeds, including slow flight, and altitudes within the full normal flight envelope		•
2	Procedural instrument flying and manoeuvring including instrument departure and arrival		•
3	Visual approach		•
4	Go-arounds from various stages during the approach		•
5	Steep turns		•

Table: Exercises for upset recovery training

Exercises for upset recovery training			
Exercises		Ground training	FFS training
J	Recovery from developed upsets		
1	Timely and appropriate intervention	•	•
2	Recovery from stall events, in the following configurations • take-off configuration, • clean configuration low altitude, • clean configuration near maximum operating altitude, and • landing configuration during the approach phase	•	•
3	Recovery from nose high at various bank angles	•	•
4	Recovery from nose low at various bank angles	•	•
5	Consolidated summary of aeroplane recovery techniques	•	•

Additional elements related to flight path management (manual or automatic, as appropriate) during unreliable airspeed indication and other failures at high altitude in aeroplanes with a maximum cruising altitude above FL300:

K	Element	Theoretical knowledge	Practical training
1	Basic flight physics principles concerning flight at high altitude, with a particular emphasis on the relative proximity of the critical Mach number and the stall, pitch behaviour, and an understanding of the reduced stall angle of attack when compared with low-altitude flight.	•	•
2	Interaction of the automation (autopilot, flight director, auto-throttle/auto- thrust) and the consequences of failures inducing disconnection of the automation.	•	•
3	Consequences of an unreliable airspeed indication and other failures at high altitude and the need for the flight crew to promptly identify the failure and react with appropriate (minimal) control inputs to keep the aircraft in a safe envelope.	•	•
4	Degradation of fly-by-wire (FBW) flight control laws/modes and its consequence on aircraft stability and flight envelope protections, including stall warnings.	•	•
5	Practical training, using appropriate simulators, on manual handling at high altitude in normal and non-normal flight control laws/modes, with particular emphasis on pre-stall buffet, the reduced stall angle of attack when compared with low-altitude flight and the effect of pitch inputs on the aircraft trajectory and energy state.		•
6	The requirement to promptly and accurately apply the stall recovery procedure, as provided by the aircraft manufacturer, at the first indication of an impending stall. Differences between high-altitude and low-altitude stalls must be addressed.	•	•
7	Procedures for taking over and transferring manual control of the aircraft, especially for FBW aeroplanes with independent side-sticks.	•	•
8	Task sharing and crew coordination in high workload/stress conditions with appropriate call-out and acknowledgement to confirm changes to the aircraft flight control law/mode.	•	•

For the annual recurrent training program, the same elements shall be included such that all the elements are covered over a period not exceeding 3 years.

2.6.33.3 Initial and recurrent practical training

The required elements for initial and recurrent practical training to be carried out can be found in the table above. For the annual recurrent training program, these elements shall be included such that all the elements are covered over a period not exceeding 3 years.

Upset recovery training shall be completed from each seat in which a pilot's duties require him to operate.

The UPRT practical training shall be given in a qualified FSTD. If it is determined that the FSTD is not suitable, The Company shall ensure that the required training outcome can be achieved by other means.

The use of an FSTD provides valuable training without the risks associated with aeroplane training. The training envelope (envelope within which all training exercises will be carried out) should be within the envelope of the aircraft, taking into account:

1. the training environment;
2. the capabilities of the instructors; and
3. in the case of training in FSTDs, the limitations of the FSTD (as per GM15 to Annex I (Definitions) to Commission Regulation (EU) No 965/2012 for the FSTD training envelope); and
4. in the case of training in aeroplanes, the capabilities and certification of the aeroplane, while considering a margin of safety in order to ensure that unintentional deviations from the training envelope will not exceed aeroplane limitations. Different training envelopes may be specified for different aeroplane types even within a single training course.

The flight crew should understand the limitations of the FSTD in replicating the physiological and psychological aspects (visual illusions, spatial disorientation, and unusual g-forces) of exposure to upset prevention scenarios and upset recovery exercises.

Upset prevention training uses a combination of manoeuvre-based and scenario-based training. Scenario-based training may be used to introduce flight crew to situations which, if not correctly managed, could lead to an upset condition. Relevant Threat and Error Management (TEM) and CRM aspects should be included in scenario-based training.

Upset recovery training is manoeuvre-based, which enables flight crew to apply their handling skills and recovery strategy whilst leveraging CRM principles to return the aeroplane from an upset condition to a stabilised flight path.

To deliver stall event recovery training, the FSTD should be qualified against the relevant UPRT elements of CS-FSTD Issue 2. Stall event recovery training should include training up to the stall (approach-to-stall). Post-stall training may be delivered provided the device has been qualified against the relevant optional elements of CS-FSTD Issue 2 and the training provider demonstrates that negative training or negative transfer of training is avoided.

A 'stall event' is an occurrence whereby the aeroplane experiences one or more conditions associated with an approach-to-stall or stall.

Stall event recovery training should emphasise the requirement to reduce the angle of attack (AOA) whilst accepting the resulting altitude loss. High-altitude stall event training should be included so that flight crew appreciate the aeroplane control response, the significant altitude loss during the recovery, and the increased time required. The training should also emphasise the risk of triggering a secondary stall event during the recovery.

Nose-high and nose-low recovery training should be in accordance with the strategies recommended by the manufacturer.

2.6.33.4 Recurrent matrix UPRT

All upset prevention elements and upset recovery exercises are covered over a period not exceeding 3 years.
All elements are included in the FSTD training, both as ground training and FFS training.

Refer to **Annex 41 – UPRT Training** for each type.

NOTE

Simulator program items shall be conducted by manual handling skills (no autopilot, autothrust/autothrottle and, where possible, without flight directors).

2.6.33.5 Administration

The theoretical training shall be conducted by a suitably qualified Ground Instructor (GI) and/or by using computer based training (CBT).

For the theoretical training, the standard Company attendance sheet shall be used to document the attendance of the different Trainees except when using computer-based training (CBT).

For the practical training, the practical training (general) form shall be used unless the training shall be conducted by an Approved Training Organisation (ATO) who may in that case use their approved forms.

The validity of the theoretical training shall be 36 months for including the remainder of the month with a NPRP of 3 months.

The practical training shall be conducted by a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner using an approved flight simulation training device (FSTD) and/or the actual aircraft. The Company shall ensure that personnel providing FSTD UPRT are competent and current to deliver the training, and understand the capabilities and limitations of the device used. This shall be done through the observation of the personnel involved.

The Company shall shall ensure that personnel providing FSTD UPRT:

- are able to demonstrate the correct upset recovery techniques for the specific aeroplane type;
- understand the importance of applying type-specific manufacturers procedures for recovery manoeuvres;
- are able to distinguish between the applicable SOPs and the manufacturers recommendations (if available);
- understand the capabilities and limitations of the FSTD used for UPRT;
- are aware of the potential of negative transfer of training that may exist when training outside the capabilities of the FSTD;
- understand and are able to use the IOS of the FSTD in the context of effective UPRT delivery;
- understand and are able to use the FSTD instructor tools available for providing accurate feedback on flight crew performance;
- understand the importance of adhering to the FSTD UPRT scenarios that have been validated by the training programme developer; and
- understand the missing critical human factor aspects due to the limitations of the FSTD and convey this to the flight crew receiving the training.

The validity of the practical training and checking shall be 12 months including the remainder of the month with a NPRP of 3 months. There shall be no difference between revalidating and renewing this training and/or check.

2.6.34 Duty and Rest training and checking

2.6.34.1 General

Duty and rest training and checking shall be part of the operator conversion training and checking program and the recurrent training and checking program of Flight Dispatchers.

2.6.34.2 Initial and recurrent training

Duty and rest training shall be conducted by a Flight Operations Dispatch Instructor to make the Trainee familiar with the applicable duty and rest regulation(s) or by using computer-based training (CBT). The training shall include a number of exercises allowing the Trainee to calculate himself the maximum available duty, minimum required rest, etc.

Recurrent training shall be organised to review the applicable procedures and to discuss recent and relevant duty and rest related occurrences (if any).

2.6.34.3 Initial and recurrent checking

Duty and rest checking shall evaluate the Trainee, using a number of exercises, in being able to calculate all required parameters of the applicable duty and rest regulation using the Operations Manual Part A as reference. It shall be emphasised that incorrect calculations are to be discussed after the checking allowing the Trainee to understand the reason of his wrong calculation.

2.6.34.4 Administration

The standard Company attendance sheet shall be used to document the attendance of the Trainee. The minimum duration for the course is 2 hours and depends on the experience and size of the group of trainees.

The validity of the training shall be 36 months including the remainder of the month with a NPRP of 3 months.

There shall be no difference between revalidating and renewing this training and/or checking.

2.6.35 Safety Training

► *Refer to Operations Manual Part A Section 3.3.7.1 – Safety training*

►*Refer to the Safety Management Manual Section 4.2 – Training and communication on safety*

2.6.35.1 General

The safety training course shall be part of the operator conversion training and checking program of all Crew Members, operations personnel (including Flight Dispatchers), CAMO staff, sales personnel and management personnel.

NOTE

The training requirements for CAMO staff can be found in the CAME.

2.6.35.2 Initial Training

The purpose of this training shall be to make Company personnel aware of Company safety procedures. The safety briefing shall be based on the applicable Operations Manual Part A, and Safety Management Manual (SMM) and shall introduce the Company personnel to its general principles, related reporting procedures and Company forms.

No checking shall be performed after the training.

2.6.35.3 Recurrent training

Recurrent training is normally done via self instruction by providing newsletters and flight safety magazines. When deemed necessary the Safety Manager can organize a recurrent training event. This course shall be considered the ideal opportunity to discuss recent and relevant occurrences in an anonymous and just culture environment.

2.6.35.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) (may also be conducted by the Safety Manager or his deputy if not being already a Ground Instructor) and/or by using computer based training (CBT) and/or self-instruction via media (newsletters, flight safety magazines). The minimum duration for the course is 2 hours and depends on the experience and size of the group of trainees.

For initial training the standard Company attendance sheet shall be used to document the attendance of the different Trainees.

The training shall be given upon entry into the Company and remains valid without expiry date.

NOTE

Successful completion of the Safety training qualifies the candidate for the Safety training within the ASL group.

2.6.36 Mental Health in Aviation

2.6.36.1 General

The Pilot Mental Health in Aviation training shall be part of the operator conversion training program and recurrent training program of flight crew members, **ASL BV** cabin crew members **END ASL BV** and other safety-sensitive personnel.
The purpose of this training is to make personnel aware of the misuse of psychoactive substances in a way that:

(a) constitutes a direct hazard to the user or endangers the lives, health or welfare of others, and/or
(b) causes or worsens an occupational, social, mental or physical problem or disorder.

2.6.36.2 Initial training

The training shall include:

1. the effects of psychoactive substances on individuals and on flight safety;
2. established procedures within the organisation to prevent misuse of psychoactive substances;
3. individual responsibilities with regard to applicable legislation and policies on psychoactive substances; and
4. assistance provided by the support programme.

2.6.36.3 Recurrent training

Training on the prevention of problematic use of substances shall be added to routine safety-related training or information dissemination.

2.6.36.4 Administration

For initial training, the training shall be conducted by a suitably qualified Ground Instructor (GI) or by using computer-based training (CBT). The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees.For recurrent training, the training shall be conducted by a suitably qualified Ground Instructor (GI) (may also be conducted by the Safety Manager if not being already a Ground Instructor) and/or by using computer based training (CBT) and/or selfinstruction via media (newsletters, flight safety magazines).
The standard Company attendance sheet or a computer-generated certificate shall be used to document the training.

NOTE

Successful completion of the Mental Health in Aviation training qualifies the candidate for the Mental Health in Aviation training within the ASL group.

2.6.37 Operator Landing Distance

► *Refer to Operations Manual Part A Section 8.1.2.5 – Landing distance assessment procedures*
► *Refer to Operations Manual Part A Section 8.1.2.6 – Runway surface condition assessment and reporting*

2.6.37.1 General

The Operating Landing Distance training shall be part of the operator conversion training program of flight crew members and flight dispatchers.
Flight crew members shall be trained on the use of the Runway Condition Reporting (RCR), on the use of performance data for the assessment of the Landing Distance assessment at Time of Arrival (LDTA) and on reporting braking action using the AIREP format.

2.6.37.2 Initial training

The training shall include at least the following elements:

a. General
1. Contamination
(i) Definition
(ii) Contaminants which cause increased drag thus affecting acceleration, and contaminants which cause reduced braking action affecting deceleration
(iii) Slippery when wet condition
2. Contaminated runway
(i) Runway surface condition descriptors
(ii) Operational observations with friction devices
(iii) Operator´s policy on the usage of:
1. reduced take-off thrust
2. reports by runway thirds
(iv) Stopway
3. Runway condition codes
(i) RCAM:
A. Differences between those published for aerodromes and flight crew
B. Format in use
C. The use of runway friction measurements
D. The use of temperature
E. RWYCC
F. Downgrade/upgrade criteria
G. Difference between a calculation and an assessment
(ii) Braking action
(iii) Use of aircraft wind limit diagram with contamination
4. Runway condition report
(i) Availability
(ii) Validity
(iii) Performance and situational awareness
(iv) Decoding
(v) Promulgation and reception

5. Aeroplane control in take-off and landing
    (i) Longitudinal control
        A. V1 correction in correlation with minimum control speed on ground
        B. Aquaplaning
        C. Anti-skid
        D. Autobrake
    (ii) Lateral control
        A. Windcock effect
        B. Effect of reversers
        C. Cornering forces
        D. Crosswind limitations (including operations when the cleared runway width is less than published
6. Take-off distance
    (i) Acceleration and deceleration
    (ii) Take-off performance limitations
    (iii) Take-off distance models
    (iv) Factors affecting TO distance
    (v) Why to use the type and depth of contaminant instead of the RWYCC
    (vi) Safety margins
7. Landing distance
    (i) Distance at time of arrival model
    (ii) Factors affecting landing distance
    (iii) Safety margins
8. Exceptions
    (i) States that do not comply with ICAO standards for RCR and assessment of the LDTA

b. Flight planning
    1. Dispatch/in-flight conditions
    2. MEL/CDL items affecting take-off and landing performance
    3. Operator´s policy on variable wind and gusts
    4. Landing performance at destination and alternates
        (i) Selection of alternates if an aerodrome is not available
            A. En-route alternates
            B. Destination alternates
        (ii) Number of alternates
        (iii) Runway condition
c. Take-off
    1. Runway selection
    2. Take-off from a wet or contaminated runway
d. In-flight
    1. Landing distance
        (i) Distance at time of arrival calculations
            A. Considerations for flight crew
            B. Operator´s policy
        (ii) Factors affecting landing distance
        (iii) Runway selection for landing
        (iv) Safety margins
    2. Use of aircraft systems
        (i) Brakes/autobrakes
        (ii) Difference between friction limited braking and different modes of autobrakes
        (iii) Reversers

e. Landing techniques
    1. Flight crew procedures and flying techniques when landing on length limited runway
f. Safety considerations
    1. Types of errors possible
    2. Mindfulness principles to avoid biases that may lead to errors
g. Documentation and records
h. AIREPs
    1. Assessment of braking action
    2. Terminology
    3. Automated/aircraft-generated braking action reports, if applicable
    4. Air safety reports, if flight safety has been endangered due to insufficient braking action

2.6.37.3 Recurrent training

No recurrent training required.

2.6.37.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) or by using computer-based training (CBT). The standard Company attendance sheet or a computer-generated certificate shall be used to document the training. The minimum duration for the course is 1 hour and depends on the experience and size of the group of trainees.
The standard Company attendance sheet shall be used to document the attendance of the different Trainees.
The training shall be given upon entry (refer to the specific category of personnel for the period in which the course shall be to be completed) into the Company and remains valid without expiry date.

2.6.38 Interoperability training ASL BV

► Refer to the Operations Manual Part A Section 5.2.9 – Interoperability

2.6.38.1 General

The Interoperability training shall be part of the operator conversion course of flight crew members to be qualified to operate interoperability with ASL BV and JetNetherlands BV.

2.6.38.2 Initial training

The Interoperability training addresses the differences between:

- The type of operation of ASL BV and JNL
- The Operations Manuals of ASL BV and JNL
- The course shall be done before any interoperability operations are performed.

2.6.38.3 Recurrent training

No recurrent training shall be required.

2.6.38.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) or by using computer-based training (CBT). The standard Company attendance sheet or a computer-generated certificate shall be used to document the training. The minimum duration for the course is 0.5 hour and depends on the experience and size of the group of trainees.

2.6.39 Minimum Equipment List training

2.6.39.1 General

The Minimum Equipment List (MEL) training shall be part of the operator conversion program for Flight Crew Members and flight dispatchers.

2.6.39.2 Training

The purpose of this training is to make Company personnel aware of the existence of, and use of, Company minimum equipment list procedures. Training shall be given using the Operations Manual Part A, Part B and MEL as reference. Other Company manuals may also be used during the training.

The training shall include:

1. The scope, extent and use of the MEL,
2. Placarding of inoperative equipment,
3. Deferral procedures,
4. Dispatching,
5. Any other Company MEL related procedures,
6. Elementary maintenance procedures in accordance with Commission Regulation (EU) 1321/2014,
7. Pilot-in-command/commander responsibilities.

NOTE

Item 6 and 7 not applicable for flight dispatchers.

2.6.39.3 Checking

No checking shall be performed after the training. Recurrent training and checking shall also not be applicable.

2.6.39.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) with sufficient operational experience and/or by using computer based training (CBT). The minimum duration for the course is 0,5 hours and depends on the experience and size of the group of trainees. The standard Company attendance sheet shall be used to document the attendance of the Trainee or a CBT certificate.

PROCEDURES FOR TRAINING AND/OR CHECKING

3.1 General

The assessment of Company Personnel is the process of observing, recording, interpreting and evaluating, Trainee performance and knowledge against a required standard in the context of overall performance. It includes the concept of self-critique and feedback which may be given continuously during training or in summary following a check.

The Training and/or Checking Personnel shall:

1. Refer the Trainees to the applicable grading criteria during their initial briefing,
2. Acquaint the Trainees with the assessment procedures that shall be used,
3. Refer the Trainees to the applicable grading criteria during the debriefing (as an explanation for their grading).

The objective of any Company Training and/or Checking Personnel shall always be to ensure that all Company Personnel:

1. Operate to the highest standards of performance possible,
2. Are evaluated against a uniform objective set of parameters,
3. Are given a fair and accurate representation of their performance,
4. Are given the opportunity to improve their performance for the future.

3.2 The grading scale

► *Refer to the Operations Manual Part D Section 1.10.2 - Poor progress of Trainee*

3.2.1 General

The grading scale to be used by Training and/or Checking Personnel has been designed to allow standardized assessment of Company Personnel performance. The grading scale is based upon 5 distinct levels of performance and is called the proficiency assessment markers (PAM's), this may also be referred to as 'performance assessment markers'.

The proficiency assessment marker (PAM) system shall cover all pilot competencies and is used to support the Training and/or Checking Personnel when assessing a performance.

For convenience, a grading matrix is provided which shall allow the final grade and individual grades awarded to be considered against the level of safety achieved, the error management skills observed, the actual outcome and the degree of intervention required to achieve the task.

The 5 markers used to describe the level of performance, shall be as follows:

Table: Proficiency assessment markers

Marker	Category	Description(1)
5	Commendable	A commendable performance that exceeds all requirements.
4	Expected	A solid performance that meet all requirements.
3	Adequate	Aim of the exercise safely achieved but requirement may be improved. Performance may include some minor deviations(3).
2	Marginal or developing	Performance shall require improvement as the result included several minor deviations(3) or one or more major deviations(2).
1	Unacceptable	Performance does not meet the requirements, is unacceptable or is considered unsafe.
Note 1: The same grading scale shall be used for assessment of individual items during training and/or checking. *Note 2: A major deviation is a deviation from the normal standards which are not corrected in due time and which may jeopardize flight safety.* *Note 3: A minor deviation is a deviation from the normal standard but which do not comprise flight safety under the circumstances of the particular exercise.*		

Any grading of 1 or 2 given to an individual PAM or as overall grading shall be supported by (additional) comments using the appropriate section(s) of the applicable form.

3.2.2 Grading during training

During training, the grading achieved shall only measure the proficiency. Two Trainees achieving the same final level of performance may be graded differently overall dependent on the required level of instructional input. Likewise, 2 Trainees conducting a crew exercise may have significantly different contributions to the overall outcome. It is vitally important that the Trainee's true level of performance shall not be masked by a better performing Flight Crew Member or excessive instructional input.

A final overall grade shall be awarded as appropriate and may be determined by any one of the following four factors:

1. The level of safety achieved,
2. The error management behaviour displayed,
3. The actual level achieved for the tasks under training or assessment,
4. The degree of Instructor input required achieving the level of performance.

During training, by definition, a Trainee shall be given information that is new to them. They shall not be penalized for being unaware of information that they would not have had access to from either their previous experience or gained during previous training exercises. However, they are expected to achieve the set training objectives as the course progresses.

Hence only one failure grade may be assigned (i.e. grade 1). Marginal (grade 2) reflects a Trainee who requires further improvement to reach an adequate standard, which may be acceptable at the beginning of certain training (i.e. start of line training without any previous experience) and shall be distinguished from an unacceptable training performance (marker 1) depending upon whether or not safety was put at risk. A grading of 2 may however require more or remedial training when training is further developed or when the Trainee is expected to have reached a certain level of proficiency based on his previous experience (i.e. Command course, conversion course of an experienced Flight Crew Member, etc).

Should the observed performance merit any individual PAM competency be grade 1, then the overall grade awarded cannot be higher than the lowest individual PAM.

3.2.3 Grading during checking

During evaluation of proficiency, two failure grades may be assigned. Marginal reflects a Trainee who requires further improvement to reach an adequate standard and is distinguished from an unacceptable performance depending upon whether or not safety was put at risk.

The individual grades awarded shall represent an overall view of the particular competency being assessed, not just the final standard achieved. However, the overall assessment should reflect the Checking Personnel's overall impression of all the training and evaluation undertaken.

Grading 3 to 5 shall be consistent with standards having been achieved, whilst retaining an adequate margin of safety. A grade of 1 or 2 indicates that the observed performance did not meet the required standard and the Trainee shall not be released back to the line unsupervised without undergoing further training.

3.2.4 Grading matrix

The Company proficiency assessment marker (PAM) system describes a specific list of 9 competencies required by Flight Crew Members to be able to perform their duty assisting the Training and/or Checking Personnel in grading the Trainee.

These pilot competencies are:

- Application of Knowledge
- Application of procedures and compliance with regulations
- Aircraft Flight Path Management, Automation
- Aircraft Flight Path Management, manual control
- Communication
- Leadership and Teamwork
- Problem Solving and Decision Making
- Situation awareness and management of information
- Workload Management

When grading, the following matrix shall be used:

Table: Company grading matrix

Training and/or checking grading matrix				
Grade	Performance level achieved	Level of safety	Errors	Instructor input required if training
5 - Commendable	A commendable performance that exceeds all requirements	The safety margin is increased	Inconsequential errors rarely occur and are rapidly detected and skillfully corrected	Minor comments regarding optimization of operational issues may be given
4 – Expected	A solid performance that easily meets all requirements	The safety margin is comfortably maintained	Minor errors occasionally occur and are quickly detected and efficiently corrected	Minor errors or issues pointed out and are corrected with little coaching
3 - Adequate	Performance is adequate but could be improved	The safety margin is maintained	Errors occur and are slowly detected but response is appropriate	Trainee improves performance in response to Instructor suggestions
Training				
2 - Developing	Can perform required tasks but some aspects still need further development to achieve adequate standard	Performs tasks safely but monitoring and support needed	Some errors are detected late or not at all. Outcome only just achieved	Significant direction needed to achieve task
1 - Unacceptable	Cannot perform required tasks to an adequate standard within allocated time	Cannot perform tasks safely without significant assistance	Frequent errors not detected or ineffectively managed. Outcome affected	Performance deficiencies could not be rectified despite significant Instructor input
Checking				
2 - Marginal	Performance requires improvement	Safety margins reduced	Consequential errors slowly detected or ineffectively managed. Outcome just achieved	Not applicable
1 - Unacceptable	Performance does not meet requirements	Unsafe outcome or considerable concerns over Trainee's ability to maintain safe operation	Consequential errors frequently occur. Not detected or no attempt made to mitigate the consequences. Outcome affected	Not applicable

Pilot Competency		
Grade	Aircraft Flight Path Management, manual control	Application of procedures and compliance with regulations
5	Handling is very smooth and precise: 1. Any deviations are minor and rapidly corrected, 2. Clearly retains excess capacity for other tasks.	Procedural application is very effective and efficient: 1. Consistently applies correct procedures in a timely and efficient matter, 2. Procedures managed to optimize safety, passenger comfort and efficiency.
4	Handling is smooth and accurate: 1. Any deviations towards tolerances are quickly corrected, 2. Retains excess capacity for other tasks.	Procedural application is appropriate for the situation: 1. Applies correct procedures to a high standard in a timely manner, 2. Procedures managed safely and efficiently with due regard to passenger comfort.
3	Handling and accuracy are adequate for the task but could be improved: 1. Any sustained deviations are well within allowable tolerances, 2. Retains sufficient capacity for other tasks.	Procedural application is adequate for the task but could be improved: 1. Applies correct procedures, 2. Procedures managed safely with opportunities to improve efficiency missed.
2	Training: Handling tasks achieved with significant Instructor input. Requires further development to reach the required standard. Checking: Handling requires improvement and/or may have needed excessive prompting. Safety margins reduced.	Training: Procedures only applied correctly with significant Instructor assistance. Requires further development to reach required standard. Checking: Procedural application requires improvement and/or may have needed excessive prompting. Safety margins reduced.
1	Training: Handlings task not achieved despite significant Instructor input. Checking: Consistently poor handling and/or safety compromised.	Training: Failed to apply procedures correctly despite significantly Instructor assistance and support. Checking: Consistently poor procedural application and/or safety compromised.

Pilot Competency		
Grade	Aircraft Flight Path Management, Automation	Application of Knowledge
5	Uses the autopilot optimally: 1. Clearly aware of autopilot engagement status and current modes, 2. Demonstrates an in-depth understanding of the autopilot system.	Demonstrates an in-depth knowledge of aircraft limits, systems and procedures: 1. Displays an extensive level of background knowledge, 2. Efficiently locates required information using all reference material.
4	Uses the autopilot appropriately: 1. Aware of autopilot engagement status, expected and actual mode changes, 2. Shows an appropriate level of understanding of the autopilot and their application.	Demonstrates an appropriate level of knowledge of aircraft limits, systems and procedures: 1. Displays a high level of background knowledge, 2. Is very familiar with all available reference material and locates required information easily.
3	Autopilot use is adequate for the task but could be improved: 1. Aware of autopilot engagement status and all critical mode changes, 2. Shows a sufficient level of understanding of the autopilot to perform the required tasks.	Demonstrates an adequate knowledge of all essential aircraft limits, systems and procedures but could be improved: 1. Displays an adequate level of background knowledge, 2. May be unsure in how to apply that knowledge to practical scenarios.
2	Training: Significant Instructor assistance required to enable Trainee to use the autopilot. Needs further development to reach required standard. Checking: Autopilot use requires improvement and/or may have needed excessive prompting. Safety margins reduced.	Training: Significant Instructor input was required to overcome weak areas of knowledge. Requires greater preparation and study to reach required standard. Checking: Knowledge of aircraft limits, systems or procedures requires improvement and/or may have needed excessive prompting. Safety margins reduced.
1	Training: Unable to achieve autopilot tasks despite significant Instructor assistance. Checking: Consistently poor or inappropriate autopilot use and/or safety compromised.	Training: Poor preparation and study clearly evident as an unacceptable level of knowledge demonstrated. Displays very limited background knowledge. Checking: Consistently poor knowledge of aircraft limits, systems or procedures and/or safety compromised.

Pilot Competency			
Grade	Communication	Leadership and teamwork	Workload management
5	Communication is very effective: 1. Briefings are clear, concise and timely, 2. Listens actively and patiently.	Approach taken is very effective: 1. Gives effective direction, uses authority effectively and readily takes responsibility whenever required, 2. Clearly establishes agreed team objectives and roles.	Workload management is effective and efficient: 1. Prioritizes tasks effectively, calmly and logically, 2. Highly efficient use of all available resources.
4	Communication is appropriate for the situation: 1. Briefings address all key points, 2. Generally listens actively and patiently.	Approach taken is flexible and appropriate for the situation: 1. Gives direction, exercises authority appropriately and accepts responsibility, 2. Establishes team objectives and clarifies roles when necessary.	Workload is managed appropriately: 1. Prioritizes tasks appropriately, 2. Identifies and utilizes resources appropriately.
3	Communication is adequate for the task but could be improved: 1. Briefings address all essential points, 2. Checks for understanding, 3. Listens adequately.	Approach taken is adequate to achieve the task but could be improved: 1. Uses authority to provide direction when needed, 2. Supports team member's roles.	Workload management is adequate for the task but could be improved: 1. Prioritizes tasks adequately, 2. Generally utilizes available resources.

Pilot Competency			
Grade	Communication	Leadership and teamwork	Workload management
2	Training: Significant Instructor assistance required with SOP calls, RT and/or briefings. Needs further development to achieve required standard. Checking: Communication requires improvement and/or may have needed excessive prompting. Safety margins reduced.	Training: Significant Instructor input still required overcoming deficiencies in leadership, teamwork or support. Requires further development to reach required standard. Checking: Leadership, teamwork and support require improvement and/or may have needed excessive prompting from other pilot. Safety margins reduced.	Training: Workload only managed with significant Instructor assistance. Requires further development to reach required standards. Checking: Workload management requires improvement and/or may have needed excessive prompting. Safety margin reduced.
1	Training: Communication remains poor despite significant Instructor input. Checking: Consistently poor or inappropriate communication and/or safety compromised.	Training: Approach to leadership, teamwork or support remains unacceptable despite significant Instructor coaching. Checking: inappropriate approach and/or safety compromised.	Training: Not able to manage workload despite significant Instructor input. Checking: Consistently poor workload management and/or safety compromised.

Pilot Competency		
Grade	Situational awareness and management of information	Problem solving and decision making
5	Clearly aware of all relevant aircraft, operational and environmental factors and their potential impact: 1. Clearly identifies priorities and manages all threats, 2. Challenges, retains and promotes the 'big picture'.	Problem solving and decision making is effective and efficient: 1. Anticipates, accurately identifies and prioritizes all problems, 2. Actively verifies facts, 3. Reviews outcomes and adapts solutions.
4	Maintains and appropriate overview of relevant aircraft, operational and environmental factors: 1. Recognizes and manages all threats, 2. Retains and promotes the 'big picture'.	Problem solving and decision making appropriate: 1. Identifies and prioritizes problems, 2. Verifies facts, 3. Normally reviews outcomes.
3	Maintains an adequate level of awareness of all critical aircraft, operational and environmental factors but could be improved.	Problem solving and decision making is adequate for the task but could be improved: 1. Identifies problems and collect facts, 2. Reviews outcomes when time is available or solution is clearly failing.
2	Training: An adequate awareness of critical, operational and environmental factors only achieved following significant Instructor prompting and input. Requires further development to reach required standard. Checking: Awareness of key aircraft, operational and environmental factors requires improvement and/or may have needed excessive prompting. Safety margin reduced.	Training: Significant Instructor assistance required to solve problems and make decisions. Requires further development to reach required standards. Checking: Problem solving and/or decision making requires improvement and/or have needed excessive prompting. Safety margins reduced.
1	Training: Extremely limited awareness of critical aircraft operational and environmental factors shown despite significant Instructor prompting and input. Checking: Limited awareness of critical aircraft, operational and environmental and/or safety compromised.	Training: Unable to solve problems and make adequate decisions despite significant Instructor assistance. Checking: Consistently poor or inappropriate problem solving, decision making and/or safety compromised.

3.3 Standardization and assessment of CRM Trainers

3.3.1 Standards of competence

The purpose of this short guide is to establish company standards for Flight and Cabin Crew CRM Trainers. It gives guidance and information to providers of CRM training on the necessary standards of competence.

It details the requirements Crew CRM Trainers shall meet to be considered competent in classroom training. In this context there are 4 main areas of competence:

1. Training design,
2. Training delivery,
3. Trainee progress assessment,
4. Continuous improvement of training efficacy.

These areas are subdivided into 10 'Units of Competence', each of which contains a number of performance elements and background knowledge requirements. Elements are detailed in the table below. Those elements in bold are mandatory, the rest being optional but desirable.

Table: Units of Competence

Unit	Performance Element	Knowledge
A1 Design CRM training sessions	1. **Identifies training requirements and delivery resources** 2. **Sets objectives** 3. Builds in methods of evaluating training effectiveness 4. Incorporates a variety of activities in design	• Understanding objectives • Company and Industry requirements • Training techniques • Relevant regulatory requirements • CRM standards.
A2 Prepares resources	1. **Ensures activities are practical and realistic** 2. Ensures facilities meet requirements 3. Assists in the preparation of briefing materials 4. Ensures materials are adequate and clear	• Existing materials • Copyright and intellectual property • Company training standards
B1 Intergrates CRM training	1. **Makes CRM links with technical training and SOPs where appropriate** 2. Makes links with flight safety, customer service and company policy	• Company technical and operational training procedures and requirements • Human factors
B2 Creates a climate conductive to learninig	1. **Establishes CRM credentials and rapport with trainees, and clarifies roles and confidentiality** 2. **Clarifies training objectives and methods** 3. **Ascertains and supports trainees needs**	• Potential barriers to learning, including awareness of cross-cultural issues • How to put trainees at ease

Unit	Performance Element	Knowledge
B3 Presents knowledge	1. **Communicates clearly, accurately and adequately** 2. Creates and sustains realism in the detail 3. Maintains interest	• Distinguish between process and content outcomes • Ways to elicit participation • Methods of giving information/adult learning styles
B4 facilitates learning and coaches individuals	1. **Encourages trainees to get involved** 2. **Focus is on the trainees, not themselves** 3. **Overtly supportive of CRM principles in word and deed (i.e. role models of good CRM)** 4. **Motivating, patient, confident and assertive manner** 5. Uses exercises and activities to maximise learning 6. Recognises and responds to individual needs 7. Encourages mutual support, teamwork and sharing of individual learning experiences	• Facilitation • How to give constructive debriefing and feedback • The difference between coaching and demonstration/instruction • Group dynamics • Group facilitation techniques
C1 Monitors and reviews progress	1. **Continuously monitors and responds flexibly to the training session** 2. **Ensures objectives are achieved** 3. Reviews progress with trainees against formal benchmarks	• Methods of tracking performance
C2 Assesses trainees performance	1. **Assists trainees to assess own individual and team performance against CRM standards** 2. Sets new/additional learning objectives	• Uses of video playback and debriefing to facilitate learning • Methods of assessing knowledge and skills
D1 Evaluates CRM training sessions	1. **Elicits feedback from trainees** 2. Tracks training session processes against agreed criteria 3. Elicits formal course evaluation from trainees 4. Keeps appropriate records	• Methods of assessing and improving session effectiveness • Evaluation techniques
D2 Evaluates and develops own practice	1. **Regularly reviews own performance, strengths and development needs** 2. **Collects feedback about performance from others** 3. Keeps abreast of developments from regulator, trade press, etc 4. Maintains a written development record against a development plan	• Methods of assessing own performance • Methods of improving own performance

3.3.2 Assessment of CRM Trainers

Undertaking assessment in the classroom environment includes an easy to use checklist in the form of effective CRM knowledge, skills and attitudes to help the Observer decide if the CRM Trainer has demonstrated the required standard.

3.3.2.1 Preparation

The Observer shall ensure that the candidate has completed any relevant paperwork and a copy of the checklist is provided prior to taking an assessment. A date and time are agreed, allowing for extra opportunity for briefing/debriefing of the CRM Trainer. Also the Observer will need to establish the type of course, review the syllabus/course material and establish the experience level and recency.

3.3.2.2 Briefing/conducting the test

The observer needs to brief the CRM Trainer in plenty of time before the course starts. This ensures there is time to:

- set an open and professional tone;
- establish that the purpose of the test is for the CRM Trainer to demonstrate his competence;
- discuss the Observers role (including seating position and involvement with the class);
- discuss briefing the class about Observer;
- establish what the training objectives are for the session;
- allow an opportunity for the CRM Trainer to ask questions;
- establish how many courses the CRM Trainer has run in the validity period;
- explain that the Observer will maintain an unobtrusive role during the training, leaving the CRM Trainer responsible for course conduct and timing;
- explain and emphasise that the needs of the CRM Trainer will take precedence over any other requirements;

3.3.2.3 Observation, recording and interpretation

The Observer should ensure that the CRM Trainer has completed any relevant paperwork and a copy of the checklist is provided prior to taking an assessment. A date and time are agreed, allowing for extra opportunity for briefing/debriefing of the CRM Trainer. Also the Observer will need to establish the type of course, review the syllabus/course material and establish the experience level and receny.

The Observer shall use the simple nine-point checklist describing the key knowledge, skills and attitudes as an easy way to analyse and assess each performance element. A standard observation form shall be used.

Table: CRM trainer assessment checklist

CRM trainer assessment checklist	
Questions to assess a flight crew CRM trainer	Response yes/no
Did the CRM trainer demonstrate the knowledge required for the role? • Displayed limited knowledge of the material presented, • Either was unable to provide or could only provide limited elaboration or explanation of the material when asked to do so by the trainees, • Displayed limited knowledge of the company behavioural/non-technical standards, • Either was unable to explain or had great difficulty explaining the relationship between the company behavioural/non-technical standards and optimum performance in line operations, • Displayed limited knowledge of the core EASA CRM subjects, e.g. communications, leadership, workload/task management, teamwork, situation awareness, problem-solving and decision-making, • Displayed limited knowledge of the legislative requirements or publications pertaining to Human Factors training for flight crew, e.g. EASA Part ORO.	
Did the CRM trainer support CRM concepts? • Expressed the opinion that CRM training is of little value, • Was unfriendly, unwelcoming, impatient, insensitive, disrespectful or judgemental, • Demeaned the trainees, • Used humour inappropriately, • Let personal opinion deflect from the training objectives, • Rarely demonstrated empathy for the trainee's position, • Did not remain calm under stress or became overly emotional.	
Did the CRM trainer encourage trainees to participate, share their experiences and self-analyse? • Made limited attempts to encourage trainees to participate, or share their experiences, • Frequently either ignored or stifled trainee input.	
Did the CRM trainer identify and respond to the trainees' needs relative to expertise/experience? • Did not attempt to establish the trainees' starting point, background or level of any relevant experience, • Either failed to respond, made limited attempts or made inappropriate responses to trainees' requests for further explanation or elaboration of training material, • Made limited or no attempts to alter or adapt the training material or content when this was clearly required in order to meet the trainees' needs.	

CRM trainer assessment checklist	
Questions to assess a flight crew CRM trainer	Response yes/no
Did the CRM trainer show how CRM is integrated in technical training and line operations? • Failed to integrate practical CRM measures within technical training, • Was unable to relate CRM measures to line operations.	
Did the CRM trainer incorporate company CRM standards when appropriate? • Made no, or limited, attempts to link the applicable non-technical marker system or CRM standards to effective crew behaviours during line operations, • Made no, or limited, attempts to apply the applicable non-technical marker system or CRM standards when either describing or reinforcing effective behaviour.	
Did the CRM trainer identify and discuss the non-technical reasons involved in accidents, incidents and events included in case studies? • Focused on the technical causes and made few, if any, attempts to identify any ineffective non-technical skills, • Made limited or inappropriate attempts to facilitate what may have been more effective behaviours when discussing incidents/accidents.	
Did the CRM trainer regularly check for understanding and resolve ambiguities? • Rarely attempted to ensure trainees' questions were adequately answered, • Rarely attempted to resolve any ambiguities or misunderstandings.	
Did the CRM trainer demonstrate effective instruction and facilitation skills? • Was clearly unprepared and demonstrated a clear lack of familiarity with the training materials, • Was often unclear, hesitant, confused, confusing or unstructured, • Presented too much information using jargon, terminology and language that was inappropriate for trainees, • Made few, if any, attempts to present the session in a relevant and motivating manner, • Consistently failed to deal with inappropriate trainee behaviour that detracted from the training objectives or stifled trainee participation, • Frequently glossed over key concepts or spent excessive time discussing irrelevant points, • Consistently delivered material in a monotone fashion, • Consistently delivered material with little or no eye contact, • Lacked energy and appropriate enthusiasm. The trainees were bored and disengaged. • Rarely asked open questions that probed or deepened the discussion, • Rarely reflected or deflected questions back to the trainees and consistently answered the trainees' questions directly without giving the rest of the group an opportunity to contribute, • Consistently presented personal views and opinions and little attempt was made to either summarise or synthesise the participants' own views, • Consistently interrupted the trainees or rarely gave them sufficient time to formulate a response, • Either consistently ignored trainees' responses or rarely displayed effective listening skills such a paraphrasing.	

3.3.2.4 Debriefing

The Observer should debrief in an appropriately relaxed but professional tone and deliver the result at the outset. The overall aim is to facilitate learning and to role model an effective debriefing that ensures that the CRM Trainer makes the analysis of their own performance.

The debriefing should focus on the development and include an appropriate balance of positive and negative feedback.

In the event of a failure the Observer should indicate what re-training will be needed to undertake prior to a further assessment.

The written report should reflect the content and key areas of performance debriefed

Satisfactory:

- State the result and congratulate the CRM Trainer.

Unsatisfactory:

- State the result, with the reasons and evidence in descending order of priority,
- State the effect on the Crew CRM Trainers training position - “I have to advise you that you will be unable to continue training as a CRM Trainer until your re-assessment is successful”,
- State the areas where re-training is required.

Satisfactory or Unsatisfactory:

- Facilitate the main debrief points and agree any retraining requirements,
- The CRM Trainer must leave the debrief knowing what his strengths are,
- The CRM Trainer must leave the debrief knowing what, if anything, needs to change and how to change it.

TRAINING RECORDS

► *Refer to the Operations Manual Part A Section 2.1.5.2 – Retention periods*

The Training Manager shall be responsible for maintaining all training and/or checking records for all Company Personnel described in this manual.

Once any training, check and/or test have been completed, the Training and/or Checking Personnel shall forward the completed forms to the Training Manager.

The Training Manager shall ensure that all forms are completed correctly and placed in the individual personnel files.

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ANNEX

Refer to the Training Addendum for the latest Edition number and/or date.

Annex number	Title	Prior Approval required
1	List of Training and/or Checking Personnel	No
2	List of contracted activities	No
3	Operator proficiency check (OPC) form	No
4	Line check form	No
5	Either seat Flight Crew Member qualification form	No
6	Line training form	No
7	Company attendance sheet	No
8	External briefing completion form	No
9	Observation form	No
10	Practical training (general) form	No
11	Practical training (airport qualification) form	No
12	Practical training (route qualification) form	No
13	Training overview Flight Dispatchers	No
14	-	N/A
15	Standard operating procedures (SOP) grading form	No
16	Training overview External Flight Dispatchers	No
17	Line training syllabus	Yes
18	CBTA Dangerous Goods	Yes
19	Emergency and Safety Equipment Training FCM	No
20	EFB training and checking syllabus	Yes
25	Overview Recurrent Training Cycles Flight Crew	Yes
26	Supplementary background information recurrent ATOs	Yes
41	UPRT Training	Yes

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Annex number	Title	Prior Approval required
21	Line Check / Familiarisation Flight Form Cabin Crew	No
22	Aircraft Familiarization Visit Form	No
23	Single CCM Training Form	No
24	Cabin Crew Training Syllabus	Yes
27	Single CCM training Overview Form	No

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ANNEX 1: LIST OF TRAINING AND/OR CHECKING PERSONNEL

The list of Training and/or Checking personnel can be found in the Training Addendum.

ANNEX 2: LIST OF CONTRACTED ACTIVITIES

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ANNEX 3: OPERATOR PROFICIENCY CHECK (OPC) FORM

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ANNEX 4: LINE CHECK FORM

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ANNEX 5: EITHER SEAT FLIGHT CREW MEMBER QUALIFICATION FORM

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ANNEX 6: LINE TRAINING FORM

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ANNEX 7: COMPANY ATTENDANCE SHEET

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ANNEX 8: EXTERNAL BRIEFING COMPLETION FORM

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ANNEX 9: OBSERVATION FORM

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ANNEX 10: PRACTICAL TRAINING (GENERAL) FORM

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ANNEX 11: PRACTICAL TRAINING (AIRPORT QUALIFICATION) FORM

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ANNEX 12: PRACTICAL TRAINING (ROUTE QUALIFICATION) FORM

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ANNEX 13: TRAINING OVERVIEW FLIGHT DISPATCHERS

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ANNEX 14:

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ANNEX 15: STANDARD OPERATING PROCEDURES (SOP) GRADING FORM

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ANNEX 16: TRAINING OVERVIEW EXTERNAL FLIGHT DISPATCHERS

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ANNEX 17: LINE TRAINING SYLLABUS

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ANNEX 18: CBTA DANGEROUS GOODS

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ANNEX 19: Emergency and Safety Equipment Training FCM

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ANNEX 20: EFB TRAINING SYLLABUS

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ANNEX 21: LINE CHECK / FAMILIARISATION FLIGHT FORM CABIN CREW

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ANNEX 22: AIRCRAFT FAMILIARIZATION VISIT FORM

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ANNEX 23: SINGLE CCM TRAINING FORM

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ANNEX 24: CABIN CREW TRAINING SYLLABUS

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ANNEX 25: OVERVIEW RECURRENT TRAINING CYCLES FLIGHT CREW

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ANNEX 26: SUPPLEMENTARY BACKGROUND INFORMATION RECURRENT ATO’s

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ANNEX 27: SINGLE CCM TRAINING OVERVIEW FORM

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ANNEX 41: UPRT TRAINING

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