ASL Operations Manual Part D

Version 15.0 of 16-Apr-2026

All rights reserved. No part of this document may be reproduced or transmitted in any form or by any means, electronic or mechanical, for any purpose, without the express written consent of Air Service Liège (ASL).

This page is intentionally left blank.

AIR–OPS COMPLIANCE STATEMENT

ON BEHALF OF AIR SERVICE LIEGE (ASL)	
The operator's nominated person hereunder certifies that this list of effective pages and the content 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 technical requirements and administrative procedures related to air operations pursuant to Regulation (EC) No 216/2008 of the European Parliament and of the Council.	
(sign with date and signature) Glenn Crab Digitally signed by Glenn Crab Date: 2026.06.03 12:40:11 +02'00' G. Crab Training Manager	*(sign with date and signature)* Digitaal ondertekend door Jasper Hofland Datum: 2026.06.03 12:24:45 +02'00' J. Hofland Compliance Monitoring Manager
While the Operations Manual shall be globally acceptable by the Belgian CAA being the Competent Authority, elements of this manual are specifically accepted or approved in accordance with the regulation for CAT operations. For commercial air transport (CAT) operations, as part of its certification process, the Company has submitted to the Belgian CAA, this Operations Manual(1) accompanied with the filled in form 'Operators Cross Reference Checklist (O-CRCL)' and signed 'Statement of Compliance'. *Note 1: 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 Operations manual Part A.*	

LIST OF EFFECTIVE PAGES

Chapter	Page	Revision	Date	Chapter	Page	Revision	Date
		15.0	16-Apr-2026	I	10	8.0	14-Feb-2021
I	1	8.0	14-Feb-2021	I	11	15.0	16-Apr-2026
I	2	15.0	16-Apr-2026	I	12	15.0	16-Apr-2026
I	3	15.0	16-Apr-2026	I	13	15.0	16-Apr-2026
I	4	15.0	16-Apr-2026	I	14	13.0	14-Feb-2025
I	5	15.0	16-Apr-2026	I	15	13.0	14-Feb-2025
I	6	8.0	14-Feb-2021	I	16	13.0	14-Feb-2025
I	7	15.0	16-Apr-2026	I	17	15.0	16-Apr-2026
I	8	8.0	14-Feb-2021	I	18	15.0	16-Apr-2026
I	9	12.1	07-Oct-2024	I	19	15.0	16-Apr-2026

(continued)

Chapter	Page	Revision	Date	Chapter	Page	Revision	Date
I	20	15.0	16-Apr-2026	1	37	15.0	16-Apr-2026
I	21	15.0	16-Apr-2026	1	38	15.0	16-Apr-2026
I	22	15.0	16-Apr-2026	1	39	8.0	14-Feb-2021
I	23	15.0	16-Apr-2026	1	40	15.0	16-Apr-2026
I	24	15.0	16-Apr-2026	1	41	15.0	16-Apr-2026
I	25	15.0	16-Apr-2026	1	42	8.0	14-Feb-2021
I	26	15.0	16-Apr-2026	1	43	15.0	16-Apr-2026
I	27	8.0	14-Feb-2021	1	44	13.0	14-Feb-2025
I	28	10.0	01-Mar-2023	1	45	13.0	14-Feb-2025
1	1	10.0	01-Mar-2023	1	46	8.0	14-Feb-2021
1	2	10.0	01-Mar-2023	1	47	8.0	14-Feb-2021
1	3	14.0	01-Nov-2025	1	48	8.0	14-Feb-2021
1	4	13.2	10-Oct-2025	1	49	10.0	01-Mar-2023
1	5	14.0	01-Nov-2025	1	50	8.0	14-Feb-2021
1	6	15.0	16-Apr-2026	1	51	8.0	14-Feb-2021
1	7	15.0	16-Apr-2026	1	52	8.0	14-Feb-2021
1	8	15.0	16-Apr-2026	1	53	13.2	10-Oct-2025
1	9	15.0	16-Apr-2026	1	54	13.2	10-Oct-2025
1	10	15.0	16-Apr-2026	1	55	8.0	14-Feb-2021
1	11	15.0	16-Apr-2026	1	56	10.0	01-Mar-2023
1	12	14.0	01-Nov-2025	1	57	8.0	14-Feb-2021
1	13	15.0	16-Apr-2026	1	58	15.0	16-Apr-2026
1	14	15.0	16-Apr-2026	1	59	10.0	01-Mar-2023
1	15	10.0	01-Mar-2023	1	60	8.0	14-Feb-2021
1	16	13.0	14-Feb-2025	1	61	8.0	14-Feb-2021
1	17	15.0	16-Apr-2026	1	62	8.0	14-Feb-2021
1	18	10.0	01-Mar-2023	1	63	10.0	01-Mar-2023
1	19	10.0	01-Mar-2023	2	1	14.0	01-Nov-2025
1	20	15.0	16-Apr-2026	2	2	15.0	16-Apr-2026
1	21	8.0	14-Feb-2021	2	3	14.0	01-Nov-2025
1	22	15.0	16-Apr-2026	2	4	14.0	01-Nov-2025
1	23	15.0	16-Apr-2026	2	5	10.0	01-Mar-2023
1	24	8.0	14-Feb-2021	2	6	10.0	01-Mar-2023
1	25	15.0	16-Apr-2026	2	7	10.0	01-Mar-2023
1	26	15.0	16-Apr-2026	2	8	13.0	14-Feb-2025
1	27	10.0	01-Mar-2023	2	9	8.0	14-Feb-2021
1	28	15.0	16-Apr-2026	2	10	10.0	01-Mar-2023
1	29	15.0	16-Apr-2026	2	11	13.2	10-Oct-2025
1	30	8.0	14-Feb-2021	2	12	15.0	16-Apr-2026
1	31	15.0	16-Apr-2026	2	13	15.0	16-Apr-2026
1	32	15.0	16-Apr-2026	2	14	10.0	01-Mar-2023
1	33	10.0	01-Mar-2023	2	15	10.0	01-Mar-2023
1	34	15.0	16-Apr-2026	2	16	10.0	01-Mar-2023
1	35	14.0	01-Nov-2025	2	17	10.0	01-Mar-2023
1	36	8.0	14-Feb-2021	2	18	10.0	01-Mar-2023

(continued)

Chapter	Page	Revision	Date	Chapter	Page	Revision	Date
2	19	10.0	01-Mar-2023	2	64	15.0	16-Apr-2026
2	20	10.0	01-Mar-2023	2	65	15.0	16-Apr-2026
2	21	15.0	16-Apr-2026	2	66	15.0	16-Apr-2026
2	22	15.0	16-Apr-2026	2	67	15.0	16-Apr-2026
2	23	14.0	01-Nov-2025	2	68	15.0	16-Apr-2026
2	24	14.0	01-Nov-2025	2	69	15.0	16-Apr-2026
2	25	14.0	01-Nov-2025	2	70	11.0	15-Nov-2023
2	26	15.0	16-Apr-2026	2	71	11.0	15-Nov-2023
2	27	15.0	16-Apr-2026	2	72	10.0	01-Mar-2023
2	28	8.0	14-Feb-2021	2	73	10.0	01-Mar-2023
2	29	8.0	14-Feb-2021	2	74	15.0	16-Apr-2026
2	30	11.0	15-Nov-2023	2	75	15.0	16-Apr-2026
2	31	13.2	10-Oct-2025	2	76	14.0	01-Nov-2025
2	32	13.0	14-Feb-2025	2	77	12.0	25-Aug-2024
2	33	15.0	16-Apr-2026	2	78	13.2	10-Oct-2025
2	34	8.0	14-Feb-2021	2	79	11.0	15-Nov-2023
2	35	13.0	14-Feb-2025	2	80	10.0	01-Mar-2023
2	36	15.0	16-Apr-2026	2	81	10.0	01-Mar-2023
2	37	8.0	14-Feb-2021	2	82	14.0	01-Nov-2025
2	38	11.0	15-Nov-2023	2	83	13.2	10-Oct-2025
2	39	8.0	14-Feb-2021	2	84	8.0	14-Feb-2021
2	40	11.0	15-Nov-2023	2	85	15.0	16-Apr-2026
2	41	11.0	15-Nov-2023	2	86	15.0	16-Apr-2026
2	42	8.0	14-Feb-2021	2	87	14.0	01-Nov-2025
2	43	12.0	25-Aug-2024	2	88	13.0	14-Feb-2025
2	44	8.0	14-Feb-2021	2	89	15.0	16-Apr-2026
2	45	15.0	16-Apr-2026	2	90	10.0	01-Mar-2023
2	46	14.0	01-Nov-2025	2	91	14.0	01-Nov-2025
2	47	10.0	01-Mar-2023	2	92	14.0	01-Nov-2025
2	48	10.0	01-Mar-2023	2	93	13.0	14-Feb-2025
2	49	10.0	01-Mar-2023	2	94	15.0	16-Apr-2026
2	50	10.0	01-Mar-2023	2	95	15.0	16-Apr-2026
2	51	14.0	01-Nov-2025	2	96	13.0	14-Feb-2025
2	52	10.0	01-Mar-2023	2	97	13.2	10-Oct-2025
2	53	8.0	14-Feb-2021	2	98	10.0	01-Mar-2023
2	54	8.0	14-Feb-2021	2	99	13.2	10-Oct-2025
2	55	10.0	01-Mar-2023	2	100	10.0	01-Mar-2023
2	56	13.2	10-Oct-2025	2	101	11.0	15-Nov-2023
2	57	10.0	01-Mar-2023	2	102	13.2	10-Oct-2025
2	58	14.0	01-Nov-2025	2	103	14.0	01-Nov-2025
2	59	15.0	16-Apr-2026	2	104	11.0	15-Nov-2023
2	60	15.0	16-Apr-2026	2	105	10.0	01-Mar-2023
2	61	15.0	16-Apr-2026	2	106	11.0	15-Nov-2023
2	62	10.0	01-Mar-2023	2	107	14.0	01-Nov-2025
2	63	8.0	14-Feb-2021	2	108	13.0	14-Feb-2025

(continued)

Chapter	Page	Revision	Date	Chapter	Page	Revision	Date
2	109	11.0	15-Nov-2023	3	3	14.0	01-Nov-2025
2	110	11.0	15-Nov-2023	3	4	9.1	15-Apr-2022
2	111	11.0	15-Nov-2023	3	5	8.0	14-Feb-2021
2	112	14.0	01-Nov-2025	3	6	9.1	15-Apr-2022
2	113	14.0	01-Nov-2025	3	7	9.1	15-Apr-2022
2	114	8.0	14-Feb-2021	3	8	9.1	15-Apr-2022
2	115	8.0	14-Feb-2021	3	9	9.1	15-Apr-2022
2	116	8.0	14-Feb-2021	3	10	9.1	15-Apr-2022
2	117	8.0	14-Feb-2021	3	11	14.0	01-Nov-2025
2	118	8.0	14-Feb-2021	3	12	8.0	14-Feb-2021
2	119	10.0	01-Mar-2023	3	13	8.0	14-Feb-2021
2	120	11.0	15-Nov-2023	3	14	8.0	14-Feb-2021
2	121	10.0	01-Mar-2023	3	15	8.0	14-Feb-2021
2	122	10.0	01-Mar-2023	3	16	8.0	14-Feb-2021
2	123	11.0	15-Nov-2023	4	1	8.0	14-Feb-2021
2	124	10.0	01-Mar-2023	A	1	15.0	16-Apr-2026
2	125	10.0	01-Mar-2023	A	2	15.0	16-Apr-2026
3	1	8.0	14-Feb-2021	A	3	14.0	01-Nov-2025
3	2	11.0	15-Nov-2023				

This page is intentionally left blank.

RECORD OF REVISIONS

Version	Issue date	Effective date	Publication date	Inserted by
1.0	11-Mrt-00	11-Mrt-00	22-Mrt-00	P. Meskens
2.0	03-Oct-01	03-Oct-01	10-Oct-01	P. Meskens
3.0	28-Feb-06	28-Feb-06	05-Mrt-06	P. Meskens
4.0	01-Nov-06	01-Nov-06	09-Nov-06	P. Meskens
4.1	21-Apr-08	21-Apr-08	28-Apr-08	P. Meskens
4.2	17-Oct-08	17-Oct-08	24-Oct-08	R. Ramoudt
4.3	09-Mrt-09	01-Apr-09	09-Apr-09	R. Ramoudt
5.0	01-May-10	28-Jun-10	02-Jul-10	K. Van de Sijpe
5.1	01-Aug-10	10-Aug-10	15-Aug-10	K. Van de Sijpe
5.2	01-Jan-11	04-Feb-11	14-Feb-11	K. Van de Sijpe
6.0	01-Jun-11	21-Jun-11	26-Jun-11	K. Van de Sijpe
6.1	01-Nov-11	05-Dec-12	11-Dec-12	K. Van de Sijpe
6.2	15-Oct-12	20-Dec-12	23-Dec-12	K. Van de Sijpe
7.0	01-Aug-14	24-Oct-14	27-Oct-14	B. Berkvens
7.1	01-Jan-15	06-Aug-15	12-Aug-15	B. Berkvens
7.2	01-Sep-15	05-Feb-16	09-Feb-16	B. Berkvens
7.3	01-Oct-16	25-Jan-17	26-Jan-17	B. Berkvens
7.4	31-May-17	15-Jun-17	16-Jun-17	B. Berkvens
7.5	30-Nov-17	22-Jul-19	24-Jul-19	B. Berkvens
7.6	31-Jul-19	15-Oct-19	16-Oct-19	B. Berkvens
7.7	15-Nov-19	20-Nov-19	21-Nov-19	B. Berkvens
7.8	15-Apr-20	29-May-20	02-Jun-20	B. Berkvens
Version numbering as per OM Part A Section I.2.2 Version 13.0 (and later revisions) for the revisions below this line				
8.0	14-Feb-21	18-Aug-21	19-Aug-21	B.Berkvens
9.0	01-Aug-21	18-Dec-21	18-Dec-21	DOC
9.1	15-Apr-22	01-Jul-22	01-Jul-22	DOC
10.0	01-Mar-23	27-Apr-23	27-Apr-23	DOC
11.0	15-Nov-23	06-Mar-23	19-Mar-24	DOC
12.0	25-Aug-24	31-08-24	31-Aug-24	DOC
12.1	07-Oct-24	15-Oct-24	17-Oct-24	DOC
13.0	14-Feb-25	11-Aug-25	18-Aug-25	DOC
13.1	01-Sep-25	08-Oct-25	08-Oct-25	DOC
13.2	10-Oct-25	21-Oct-25	23-Oct-25	DOC
14.0	01-Nov-25	21-Jan-26	23-Jan-26	DOC
15.0	16-Apr-26			DOC

This page is intentionally left blank.

RECORD OF TEMPORARY / URGENT REVISIONS

Temporary / Urgent revision	Issue date	Effective date	Publication date	Inserted by and/or remarks
~~1~~	~~02-Apr-12~~	~~24-Apr-12~~	~~26-Apr-12~~	Incorporated into Version 6.2
~~2~~	~~01-Feb-13~~	~~01-Feb-13~~	~~02-Feb-13~~	Cancelled on 14-Feb-13
~~3~~	~~15-May-13~~	~~21-May-13~~	~~26-May-13~~	Replaced by TR 6
~~4~~	~~20-Sep-13~~	~~28-Oct-13~~	~~29-Oct-13~~	Incorporated into Version 7.0
~~5~~	~~19-Feb-14~~	~~24-Feb-14~~	~~25-Feb-14~~	Replaced by TR 6
~~6~~	~~05-Apr-14~~	~~24-Apr-14~~	~~25-Apr-14~~	Incorporated into Version 7.0
~~7~~	~~01-Sept-16~~	~~06-Sept-16~~	~~08-Sept-16~~	Incorporated into Version 7.3
~~8~~	~~26-Mar-20~~	~~27-Mar-20~~	~~27-Mar-20~~	Incorporated into Version 8.0
~~9~~	~~01-Aug-20~~	~~10-Aug-20~~	~~11-Aug-20~~	Incorporated into Version 8.0
~~10~~	~~01-Oct-20~~	~~06-Oct-20~~	~~09-Oct-20~~	Incorporated into Version 8.0
~~11~~	~~25-Oct-22~~	~~28-Oct-22~~	~~29-Oct-22~~	Incorporated into Version 10.0
~~12~~	~~19-Jan-23~~	~~27-Jan-23~~	~~28-Jan-23~~	Incorporated into Version 10.0

This page is intentionally left blank.

LIST OF CHANGES

Page	Comment
1-6	(non prior approval) Adapted the administration requirements of training and/or checking personnel.
1-7	(non prior approval) Editorial changes.
1-8	(non prior approval) removed note regarding LTC and his CAT status.
1-8	(non prior approval) Updated NAT HLA requirements.
1-8	(non prior approval) Updated RVSM requirements.
1-9	(prior approval required) Adapted initial training requirements for LTC.
1-10	(non prior approval) Added observer requirements and made page layout adjustments.
1-11	(non prior approval) Updated the LTC administration requirements.
1-13	(non prior approval) Adapted the recurrent training requirements.
1-14	(non prior approval) Updated the GI administration requirements.
1-17	(non prior approval) Company authorisation specified.
1-20	(non prior approval) Updated the CRM trainer administration requirements.
1-22	(non prior approval) Adapted the recurrent training requirements.
1-23	(non prior approval) Updated the E&SE instructor administration requirements.
1-25	(non prior approval) Adapted the recurrent training requirements.
1-26	(non prior approval) Updated the First Aid instructor administration requirements.
1-28	(non prior approval) Adapted the recurrent training requirements.
1-29	(non prior approval) Updated the Fire Fighting Instructor administration requirements.
1-31	(non prior approval) Adapted the recurrent training requirements.
1-32	(non prior approval) Updated the Wet Drill Instructor administration requirements.
1-34	(non prior approval) Adapted the recurrent training requirements.
1-37	(non prior approval) Adapted the recurrent training requirements.
1-38	(non prior approval) Updated the HF Instructor administration requirements.
1-40	(non prior approval) Adapted the recurrent training requirements.
1-41	(non prior approval) Updated the FODI administration requirements.
1-43	(non prior approval) Adapted the recurrent training requirements.
1-43	(non prior approval) Updated the Ground Operations Instructor administration requirements.
1-58	(prior approval) Adapted the line training requirements.
2-2	(prior approval) Merged Familiarisation program and equipment and procedure training program.
2-12	(prior approval) Merged Familiarisation program and equipment and procedure training program.
2-21	(prior approval) Removed line check requirement for either seat initial training to align within ASL group.
2-22	(prior approval) Removed line check requirement for either seat initial training to align within ASL group.

(continued)

Page	Comment
2-26	(non prior approval) Added Command board.
2-27	(prior approval) Removed note regarding extra practical training session to align within ASL group.
2-33	(prior approval) Adapted security recurrent training validity.
2-36	(prior approval) Adapted security recurrent training validity.
2-45	(non prior approval) Added note regarding EFB training being only applicable for Flight Crew Members.
2-59	(non prior approval) Adapted to align within ASL group.
2-60	(non prior approval) Changed RVSM towards NAT HLA.
2-61	(Prior approval) adapted the CRM training requirements.
2-64	(prior approval) Adapted the process for implementation of CRM training elements.
2-66	(prior approval) Added the yearly process for implementation of CRM training elements
2-66	(non prior approval) Changed operator into Company.
2-67	(non prior approval) Editorial corrections
2-68	(non prior approval) Changed operator into Company.
2-68	(prior approval) Adapted training program of module 3.
2-69	(prior approval) Updated the multi pilot operations CRM training requirements.
2-74	(non prior approval) Changed the reference towards the Annex to be completed.
2-75	(non prior approval) Changed the administration requirements to align with ASL group.
2-85	(non prior approval) Added reference towards Annex 6 - Line training form.
2-86	(non prior approval) Updated the administration part of RVSM training.
2-89	(non prior approval) Updated NAT HLA requirements
2-94	(prior approval) Adapted the security recurrent training validity period.
2-95	(prior approval) Adapted the security recurrent training validity period.
A-1	(non prior approval) Deleted Annex 16
A-1	(prior approval) Changed Annex 19, 20 and 22
A-2	(prior approval) Changed Annex 30, 33, 40, 44 and 47

TABLE OF CONTENT

ORO.MLR.100 (a), ORO.MLR.100 AMC3, ORO.MLR.100 AMC4

I	ADMINISTRATION AND CONTROL	I-1
	LIST OF EFFECTIVE PAGES	I-2
	RECORD OF REVISIONS	I-7
	RECORD OF TEMPORARY / URGENT REVISIONS	I-9
	LIST OF CHANGES	I-11
	TABLE OF CONTENT	I-13
1	GENERAL	1-1
1.1	Company training policy	1-1
1.1.1	General	1-1
1.1.2	Standards of proficiency	1-1
1.1.3	Briefings and debriefings	1-1
1.2	Organisation and responsibilities	1-2
1.2.1	General	1-2
1.2.2	Training Review Committee	1-2
1.2.3	Performance Review Board	1-3
1.2.4	Training and/or Checking Personnel Seminar	1-3
1.2.5	Company organisation	1-4
1.2.5.1	Training Manager	1-4
1.2.5.2	Aircraft and/or Synthetic Flight Instructor and/or Examiner	1-4
1.2.5.2.1	General	1-4
1.2.5.2.2	Requirements	1-5
1.2.5.2.3	Initial Company Training and checking	1-5
1.2.5.2.4	Recurrent Company Training and checking	1-5
1.2.5.2.5	Administration	1-6
1.2.5.3	Line Training Captain	1-7
1.2.5.3.1	General	1-7
1.2.5.3.2	Requirements	1-7
1.2.5.3.3	Initial Company training and checking	1-9
1.2.5.3.4	Recurrent Company training and checking	1-10
1.2.5.3.5	Administration	1-11

1.2.5.4	Ground Instructor	1-12
1.2.5.4.1	General	1-12
1.2.5.4.2	Requirements	1-13
1.2.5.4.3	Initial Company training and checking	1-13
1.2.5.4.4	Recurrent Company training and checking	1-13
1.2.5.4.5	Administration	1-14
1.2.5.5	Flight Crew CRM Trainer	1-15
1.2.5.5.1	General	1-15
1.2.5.5.2	Applicability	1-15
1.2.5.5.3	Qualification of Flight Crew CRM Trainer	1-16
1.2.5.5.4	Recency and renewal of qualification as Flight Crew CRM trainer	1-16
1.2.5.5.5	Initial training of a Flight Crew CRM Trainer	1-17
1.2.5.5.6	Refresher Training	1-17
1.2.5.5.7	Knowledge of the relevant flight operations	1-18
1.2.5.5.8	Team of CRM trainers	1-18
1.2.5.5.9	Assessment of Flight Crew CRM trainer	1-19
1.2.5.5.10	Administration	1-20
1.2.5.6	Emergency and Safety Equipment Instructor	1-21
1.2.5.6.1	General	1-21
1.2.5.6.2	Requirements	1-21
1.2.5.6.3	Initial Company training and checking	1-22
1.2.5.6.4	Recurrent Company training and checking	1-22
1.2.5.6.5	Administration	1-23
1.2.5.7	First Aid Instructor	1-24
1.2.5.7.1	General	1-24
1.2.5.7.2	Requirements	1-24
1.2.5.7.3	Initial Company training and checking	1-25
1.2.5.7.4	Recurrent Company training and checking	1-25
1.2.5.7.5	Administration	1-26
1.2.5.8	Fire Fighting Instructor	1-27
1.2.5.8.1	General	1-27

1.2.5.8.2	Requirements	1-27
1.2.5.8.3	Initial Company training and checking	1-28
1.2.5.8.4	Recurrent Company training and checking	1-28
1.2.5.8.5	Administration	1-29
1.2.5.9	Wet Drill Instructor	1-30
1.2.5.9.1	General	1-30
1.2.5.9.2	Requirements	1-30
1.2.5.9.3	Initial Company training and checking	1-31
1.2.5.9.4	Recurrent Company training and checking	1-31
1.2.5.9.5	Administration	1-32
1.2.5.10	Dangerous Goods Instructor	1-33
1.2.5.10.1	General	1-33
1.2.5.10.2	Requirements	1-33
1.2.5.10.3	Initial Company training and checking	1-34
1.2.5.10.4	Recurrent Company training and checking	1-34
1.2.5.10.5	Administration	1-35
1.2.5.11	Human Factors Instructor	1-36
1.2.5.11.1	General	1-36
1.2.5.11.2	Requirements	1-36
1.2.5.11.3	Initial Company training and checking	1-37
1.2.5.11.4	Recurrent Company training and checking	1-37
1.2.5.11.5	Administration	1-38
1.2.5.12	Flight Operations Dispatch Instructor	1-39
1.2.5.12.1	General	1-39
1.2.5.12.2	Requirements	1-39
1.2.5.12.3	Initial Company training and checking	1-40
1.2.5.12.4	Recurrent Company training and checking	1-40
1.2.5.12.5	Administration	1-41
1.2.5.13	Ground Operations Instructor	1-42
1.2.5.13.1	General	1-42
1.2.5.13.2	Requirements	1-42
1.2.5.13.3	Initial Company training and checking	1-42

1.2.5.13.4	Recurrent Company training and checking	1-43
1.2.5.13.5	Administration	1-43
1.2.5.14	Ground Instructor Supervisor	1-44
1.2.5.14.1	General	1-44
1.2.5.14.2	Requirements	1-44
1.2.5.14.3	Administration	1-44
1.2.5.15	Flight Instructor Supervisor	1-45
1.2.5.15.1	General	1-45
1.2.5.15.2	Requirements	1-45
1.2.5.15.3	Administration	1-45
1.2.5.16	Peers	1-46
1.2.5.16.1	General	1-46
1.2.5.16.2	Requirements	1-46
1.2.5.16.3	Initial training.	1-47
1.2.5.16.4	Refresher training	1-47
1.2.5.16.5	Administration	1-48
1.3	Validity of training and checking	1-49
1.4	Ground course training and checking	1-50
1.5	Training notification	1-51
1.6	Language	1-52
1.7	Appointment of Training and/or Checking Personnel	1-53
1.8	Subcontracted training and/or checking	1-54
1.9	Procedures in case of long absence	1-55
1.10	Personnel that do not achieve or maintain required standards	1-56
1.10.1	General	1-56
1.10.2	Poor progress of a Trainee	1-56
1.10.2.1	Poor progress in training	1-56
1.10.2.2	Poor progress in checking	1-56
1.10.3	Second chance principle	1-57
1.11	Training and/or checking flight procedures	1-58
1.12	Use of flight simulation training device	1-59

1.13	Psychological assessment	1-60
1.13.1	Advanced COMPASS test	1-62
1.13.2	Checklist Personality Profile	1-63
2	**TRAINING SYLLABI AND CHECKING PROGRAMS**	2-1
2.1	Flight Crew Members	2-1
2.1.1	General	2-1
2.1.2	Operator conversion training and checking	2-1
2.1.2.1	General	2-1
2.1.2.2	Conversion program overview	2-2
2.1.2.3	Credit for previous training received by the pilot for NCC and non-commercial SPO	2-5
2.1.3	Operating more than one type (class) or variant	2-6
2.1.3.1	General	2-6
2.1.3.2	Operating more than one type (class)	2-6
2.1.3.3	Differences training	2-7
2.1.3.3.1	General	2-7
2.1.3.3.2	Special training requirements C510	2-10
2.1.3.3.3	Special training requirements C525	2-11
2.1.3.3.4	Special training requirements C560XLS+	2-11
2.1.3.4	Familiarisation and/or equipment and procedure training	2-12
2.1.3.5	Operator difference requirements tables	2-14
2.1.3.5.1	General	2-14
2.1.3.5.2	Compilation of ODR tables	2-14
	Terminology	2-14
	ODR 1 : General	2-14
2.1.3.5.3	Difference levels	2-16
2.1.3.5.4	Difference levels for training	2-17
2.1.3.5.5	Difference levels for checking	2-19
2.1.3.5.6	Difference levels for currency	2-19
2.1.3.5.7	Competence currency regarding non-normal and emergency procedures	2-20
2.1.4	Flight Crew Member qualification to operate in either seat	2-21
2.1.4.1	General	2-21

2.1.4.2	Initial training and checking	2-21
2.1.4.3	Additional information	2-22
2.1.4.4	Recurrent training and checking	2-22
2.1.5	Recurrent training and checking program	2-23
2.1.5.1	General	2-23
2.1.5.2	Extra provisions for SPO Recurrent Training and Checking	2-25
2.1.5.3	Extra provisions for NCC recurrent Training and Checking	2-25
2.1.6	Command conversion course	2-26
2.1.6.1	Theoretical training and checking	2-26
2.1.6.2	Practical training and checking	2-27
2.1.6.3	Line flying under supervision	2-27
2.1.6.4	Line check	2-27
2.2	Cabin Crew Member	2-28
2.3	Technical Crew Members	2-29
2.4	Operations Personnel other than Flight Crew Members	2-30
2.4.1	General	2-30
2.4.2	Flight Dispatcher	2-30
2.4.3	Ground Handling Personnel	2-31
2.4.3.1	General	2-31
2.4.3.2	Operator conversion training and checking	2-32
2.4.3.3	Recurrent training and checking	2-33
2.4.4	Passenger Handling Personnel	2-34
2.4.4.1	General	2-34
2.4.4.2	Operator conversion training and checking	2-35
2.4.4.3	Recurrent training and checking	2-36
2.5	Other Company Personnel	2-37
2.5.1	General	2-37
2.5.2	Company Management Personnel	2-37
2.5.2.1	General	2-37
2.5.2.2	Operator conversion training and checking	2-38
2.5.2.3	Recurrent training and checking	2-38

2.5.3	CAMO Personnel	2-39
2.5.4	Customer Service Personnel	2-40
2.5.4.1	General	2-40
2.5.4.2	Operator conversion training and checking	2-40
2.5.4.3	Recurrent training and checking	2-41
2.5.5	EFB Administrator	2-42
2.5.5.1	General	2-42
2.5.5.2	Initial training	2-42
2.5.5.3	Recurrent training	2-42
2.5.6	External line checker	2-43
2.5.6.1	General	2-43
2.5.6.2	Specific Conversion Course	2-43
2.5.6.3	Limitations	2-43
2.5.6.4	Administration	2-43
2.6	Details of training and checking programs	2-44
2.6.1	General	2-44
2.6.2	Basic introduction training	2-45
2.6.2.1	General	2-45
2.6.2.2	Training and checking	2-45
2.6.2.3	Administration	2-45
2.6.3	Ground training and checking	2-46
2.6.3.1	General	2-46
2.6.3.2	Initial training and checking	2-46
2.6.3.3	Recurrent training	2-46
2.6.3.4	Recurrent checking	2-46
2.6.3.5	Administration	2-46
2.6.4	Emergency and safety equipment training and checking	2-47
2.6.4.1	General	2-47
2.6.4.2	Initial training	2-47
2.6.4.2.1	General	2-47
2.6.4.2.2	First aid training	2-48

2.6.4.2.3	Wet drill training	2-48
2.6.4.2.4	Fire fighting training	2-49
2.6.4.2.5	Evacuation training and checking	2-49
2.6.4.2.6	General emergency and safety equipment training and checking	2-49
2.6.4.3	Initial checking	2-50
2.6.4.4	Recurrent training	2-50
2.6.4.5	Recurrent checking	2-50
2.6.4.6	Administration	2-50
2.6.5	Aircraft or synthetic flight training and checking	2-51
2.6.5.1	General	2-51
2.6.5.2	Initial training	2-51
2.6.5.3	Initial checking	2-51
2.6.5.4	Recurrent training	2-52
2.6.5.5	Recurrent checking	2-52
2.6.5.6	Special emphasises during training and checking	2-52
2.6.5.6.1	General	2-52
2.6.5.6.2	Bounced landing recognition and recovery training	2-53
2.6.5.6.3	Aircraft go-around training	2-53
2.6.5.6.4	Sterile cockpit training	2-54
2.6.5.6.5	Single-pilot operations on single-pilot high performance complex aircraft	2-54
2.6.5.7	Administration	2-55
2.6.6	Operator proficiency check	2-56
2.6.6.1	General	2-56
2.6.6.2	Initial and recurrent training	2-56
2.6.6.3	Administration	2-57
2.6.7	Line flying under supervision	2-58
2.6.7.1	General	2-58
2.6.7.2	Initial training	2-58
2.6.7.3	Administration	2-60
2.6.8	Crew resource management training	2-61
2.6.8.1	General	2-61

2.6.8.2	Training	2-61
2.6.8.2.1	General	2-61
2.6.8.2.2	CRM initial training	2-62
2.6.8.2.3	CRM conversion training	2-62
2.6.8.2.4	CRM recurrent training	2-63
2.6.8.2.5	CRM command training	2-63
2.6.8.2.6	CRM assessment training	2-63
2.6.8.2.7	Implementation of CRM training elements	2-64
2.6.8.3	Administration	2-69
2.6.8.3.1	Multi pilot operations	2-69
2.6.8.3.2	Single pilot operations only	2-69
2.6.9	Dangerous goods training and checking	2-70
2.6.9.1	General	2-70
2.6.9.2	Initial and recurrent training	2-70
2.6.9.3	Initial and recurrent checking	2-71
2.6.9.4	Administration	2-74
2.6.10	Company manuals and procedures training and checking	2-74
2.6.10.1	General	2-74
2.6.10.2	Initial training and checking	2-74
2.6.10.3	Recurrent training and checking	2-74
2.6.10.4	Administration	2-75
2.6.11	Low visibility procedures training and checking	2-76
2.6.11.1	General	2-76
2.6.11.2	Initial training and checking	2-76
2.6.11.3	Recurrent training and checking	2-77
2.6.11.4	Administration	2-78
2.6.12	Area, Route and aerodrome competence training and checking	2-78
2.6.12.1	General	2-78
2.6.12.2	Initial and recurrent general area, route and aerodrome competence training	2-79
2.6.12.3	Initial specific area and route competence training	2-79
2.6.12.4	Initial specific aerodrome competence training	2-80

2.6.12.5	Recurrent specific area and route and aerodrome competence training	2-81
2.6.12.6	Initial and recurrent general area and route and aerodrome competence checking	2-81
2.6.12.7	Initial and recurrent specific area, route and aerodrome competence checking	2-81
2.6.12.8	Administration	2-81
2.6.13	Operations in areas of metric altimetry training	2-83
2.6.13.1	General	2-83
2.6.13.2	Initial training	2-83
2.6.13.3	Administration	2-83
2.6.14	Reduced vertical separation minima training and checking	2-85
2.6.14.1	General	2-85
2.6.14.2	Initial training	2-85
2.6.14.3	Recurrent training	2-86
2.6.14.4	Initial and recurrent checking	2-86
2.6.14.5	Administration	2-86
2.6.15	Steep approach training	2-87
2.6.15.1	General	2-87
2.6.15.2	Initial training	2-87
2.6.15.3	Recurrent training	2-88
2.6.15.4	Administration	2-88
2.6.16	North Atlantic High Level Airspace Minimum navigation performance specification training and checking	2-89
2.6.16.1	General	2-89
2.6.16.2	Initial training	2-89
2.6.16.3	Recurrent training	2-89
2.6.16.4	Initial and recurrent checking	2-89
2.6.16.5	Administration	2-90
2.6.17	Pre-flight training	2-91
2.6.17.1	General	2-91
2.6.17.2	Initial and recurrent training	2-91
2.6.17.3	Administration	2-91
2.6.18	Compliance monitoring training	2-92
2.6.18.1	General	2-92

2.6.18.2	Initial training	2-92
2.6.18.3	Recurrent training	2-92
2.6.18.4	Administration	2-92
2.6.19	Security training	2-93
2.6.19.1	General	2-93
2.6.19.2	Initial training	2-93
2.6.19.3	Recurrent training	2-94
2.6.19.4	Administration	2-95
2.6.20	CPDLC (Controller Pilot Data Link Communication) training and checking	2-96
2.6.20.1	General	2-96
2.6.20.2	Initial training	2-96
2.6.20.3	Initial checking	2-96
2.6.20.4	Administration	2-96
2.6.21	Flight Crew Member incapacitation training and checking	2-97
2.6.21.1	General	2-97
2.6.21.2	Initial and recurrent training	2-97
2.6.21.3	Initial and recurrent checking	2-97
2.6.21.4	Administration	2-98
2.6.22	Airborne collision avoidance system training and checking	2-99
2.6.22.1	General	2-99
2.6.22.2	Initial and recurrent training	2-99
2.6.22.3	Initial and recurrent checking	2-99
2.6.22.4	Administration	2-100
2.6.23	Volcanic ash operation training and checking	2-101
2.6.23.1	General	2-101
2.6.23.2	Initial and recurrent training	2-101
2.6.23.3	Initial and recurrent checking	2-101
2.6.23.4	Administration	2-101
2.6.24	Standard operating procedures training and checking	2-102
2.6.24.1	General	2-102
2.6.24.2	Initial and recurrent training	2-102

2.6.24.3	Initial and recurrent checking	2-102
2.6.24.4	Administration	2-103
2.6.25	Minimum Equipment List training	2-104
2.6.25.1	General	2-104
2.6.25.2	Training	2-104
2.6.25.3	Checking	2-104
2.6.25.4	Administration	2-104
2.6.26	Passenger briefing and safety demonstration training	2-105
2.6.27	Cold weather operations training and checking	2-106
2.6.27.1	General	2-106
2.6.27.2	Initial and recurrent training	2-106
2.6.27.3	Initial and recurrent checking	2-106
2.6.27.4	Administration	2-106
2.6.28	Line check	2-107
2.6.28.1	General	2-107
2.6.28.2	Initial and recurrent checking	2-107
2.6.28.3	Seating position	2-108
2.6.28.4	Administration	2-108
2.6.29	Company familiarisation training	2-109
2.6.29.1	General	2-109
2.6.29.2	Initial training	2-109
2.6.29.3	Administration	2-109
2.6.30	Human factors training	2-110
2.6.30.1	General	2-110
2.6.30.2	Initial and recurrent training	2-110
2.6.30.3	Administration	2-110
2.6.31	Duty and rest training and checking	2-111
2.6.31.1	General	2-111
2.6.31.2	Initial and recurrent training	2-111
2.6.31.3	Initial and recurrent checking	2-111
2.6.31.4	Administration	2-111

	2.6.32	External Instructor and/or Examiner briefing	2-112
	2.6.32.1	General	2-112
	2.6.32.2	Administration	2-112
	2.6.33	Upset prevention and recovery training	2-113
	2.6.33.1	General	2-113
	2.6.33.2	Initial and recurrent theoretical training	2-113
	2.6.33.3	Initial and recurrent practical training	2-117
	2.6.33.4	Administration	2-119
	2.6.34	Safety training	2-120
	2.6.34.1	General	2-120
	2.6.34.2	Initial training	2-120
	2.6.34.3	Recurrent training	2-120
	2.6.34.4	Administration	2-121
	2.6.35	Mental Health in Aviation	2-122
	2.6.35.1	General	2-122
	2.6.35.2	Initial training	2-122
	2.6.35.3	Recurrent training	2-122
	2.6.35.4	Administration	2-122
	2.6.36	Operational Landing Distance	2-123
	2.6.36.1	General	2-123
	2.6.36.2	Initial training	2-123
	2.6.36.3	Recurrent training	2-125
	2.6.36.4	Administration	2-125
	3	**PROCEDURES FOR TRAINING AND/OR CHECKING**	3-1
	3.1	General	3-1
	3.2	The grading scale	3-2
	3.2.1	General	3-2
	3.2.2	Grading during training	3-3
	3.2.3	Grading during checking	3-3
	3.2.4	Grading matrix	3-4
	3.3	Standardization and assessment of Flight Crew CRM Trainers	3-11

	3.3.1	Standards of competence	3-11
	3.3.2	Assessment of Flight Crew CRM Trainers	3-13
	3.3.2.1	Preparation	3-13
	3.3.2.2	Briefing/conducting the test	3-13
	3.3.2.3	Observation, recording and interpretation	3-14
	3.3.2.4	Debriefing	3-16
4		**TRAINING RECORDS**	4-1
A		**ANNEX**	A-1

SECTION I – 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 familiarised 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. 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, page annotation, 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).

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.*

This page is intentionally left blank.

SECTION 1 – GENERAL

1.1 Company training policy

ORO.FC.220 AMC3

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.

The Company ensures that training programmes include the relevant de-identified feedback from the management system, including occurrence reporting and flight data monitoring programmes.

1.1.2 Standards of proficiency

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

ORO.FC.145 (c)

1.2.1 General

FCL.900, ORO.FC.145 (b), ORO.FC.145 (b) AMC1

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

► ***Refer to the Operations Manual Part D Section 1.8 – Subcontracted 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.

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 (EU) 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 (FSTD) and other training solutions, shall be approved by the competent authority.

1.2.2 Training Review Committee

The Training Review Committee (TRC) shall meet six monthly to review trends and feedback related to training of Company Personnel. The Committee's prime responsibility is to address training system issues and agree on improvements related to trend analysis of training system output as a consequence of compliance monitoring, safety and Competent Authority activities. The Committee also addresses the impact of regulatory, procedural, technical and fleet changes as well as international best practice training requirements.

The Committee has the important function of providing feedback to the Compliance Monitoring Manager and Safety Manager on issues raised and/or trends noted related to training. It shall also be used to set standards towards Company Training and/or Checking Personnel.

The Training Review Committee shall exist as a minimum 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.

1.2.3 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 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.

1.2.4 Training and/or Checking Personnel Seminar

The Training Manager shall organize, 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 the Training and/or Checking Personnel Seminar.

1.2.5 Company organisation

ORO.FC.146 (b) AMC1, ORO.FC.146 AMC1

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

1.2.5.1 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. 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.

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

1.2.5.2.1 General

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

An 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 and shall only be nominated by the Training Manager when a Company Aircraft and/or Synthetic Flight Instructor and/or Examiner is not available. (Available in this context means that the Company does not have such a qualified person amongst his Flight Crew Members.).

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. (Refer to section ***2.6.32 - External Instructor and/or Examiner briefing*** *for a more detailed description of the contents of the initial and recurrent external briefing.).*

Every 36 months, a recurrent external Instructor and/or Examiner briefing shall be organised for the privileges of the external Aircraft and/or Synthetic Flight Instructor and/or Examiner to remain current (i.e. revalidation). In case of a renewal, the initial external Instructor and/or Examiner briefing training shall have to be completed. 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 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.

1.2.5.2.2 Requirements

ORO.FC.146 (b)

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. Additionally, the personnel providing training and conducting checking towards specialised operations shall be suitably qualified for the relevant operation.

1.2.5.2.3 Initial Company Training and checking

NOTE

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

Company and external Aircraft and/or Synthetic Flight Instructors and/or Examiners shall have appropriate experience and have adequate instructional skills. He shall have thorough knowledge of and be familiar with concepts of CRM and the assessment of CRM skills.

Company Aircraft and/or Synthetic Flight Instructors and/or Examiners shall prove the above competence 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. If no observer seat is installed, the Supervisor shall be seated on the first available cabin seat closest to the cockpit.

NOTE

The Company supervision shall not be required when an Authority (Competent Authority or Authority issuing the Trainee's Flight Crew License.) does the supervision.

1.2.5.2.4 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 Line Training Captain 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.

1.2.5.2.5 Administration

ORO.FC.330 (c)

► ***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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, including inclusion of the proposed Aircraft and/or Synthetic Flight Instructor and/or Examiner in Annex 1, where the applicable aircraft type shall also be specified, shall take place before the Instructor/Examiner is permitted to perform any unsupervised duties.

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).

1.2.5.3 Line Training Captain

ORO.FC.230 (c)

1.2.5.3.1 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 be qualified after completion of an approved training program as described below. His function shall be to:

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.

1.2.5.3.2 Requirements

A Line Training Captain shall:

1. Be type rated on the type where he or she provides the training, checking or assessment.
2. Obtain a qualification to operate in either seat on the type;
3. For CAT operations:
    1. Obtain the status to be able to perform commercial air transport (CAT) operations on the type or class
    2. For CAT operations in performance class B aeroplanes under night VFR or under IFR, have a minimum experience of more than 1000 hours total flight time with at least 150 hours on type, class or the aircraft variant.
4. For SPO other than HEC and HESLO, have a minimum experience of:
    a. at least 750 hours total flight time with at least 50 hours on the type, class or aircraft variant; and
    b. at least 350 hours flight experience in the applicable specialised operation.

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.

3. For SPO, which manoeuvres the nominated PIC/commander shall not train or check unless qualified as an instructor.

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.

1.2.5.3.3 Initial Company training and checking

NOTE

By exemption, less restricting Operator requirements, subject to any other conditions that the Competent Authority may impose, may be acceptable to the Performance Review Board e.g. when the Company introduces a new aeroplane type or class and this only after acceptance by the Competent Authority.

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).

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.

After passing the LTC Board, the candidate shall attend the initial LTC seminar to become familiar with the company standards and SOPs. Thereafter, the training program set out below shall be completed, consisting of 4 flight sectors performing duties as LTC, including at least 1 sector as Pilot Flying and at least 1 sector as Pilot Monitoring, under the 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. If no observer seat is installed, the Supervisor shall be seated on the first available cabin seat closest to the cockpit.

Every Company Line Training Captain being proposed as such on another Company type or class of aircraft shall complete 2 flight sectors of flying 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), instead of the 4 flight sectors required for a first authorisation as Line Training Captain, as detailed above.

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.

A Captain joining the Company already being a Line Training Captain with another Operator authorised to perform commercial air transport (CAT) operations, shall complete 2 flight sectors performing duties as LTC of flying under supervision of a Flight Instructor Supervisor (FIS) including 1 sector as Pilot Flying and 1 sector as Pilot Monitoring instead of the 4 flight sectors required for a first authorisation as Line Training Captain as detailed above.

NOTE

No sectors shall be flown by Captains joining from the AOC Group. The AOC group consists of ASL NV AOC B-3013, JNL BV NL-AOC-38 and ASL BV NL-AOC-82

NOTE

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

1.2.5.3.4 *Recurrent Company training and checking*

To maintain the Line Training Captain authorisation, the LTC shall hold a valid qualification in either pilot seat.

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 Instructor Supervisor (FIS) in the last 12 months of the validity period.

In addition, any Company Line Training Captain (LTC) involved shall attend the Line Training Captain 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 in that case revalidate the Company authorisation on the other types 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.

1.2.5.3.5 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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, including inclusion of the proposed Line Training Captain in Annex 1, where the applicable aircraft type shall also be specified, shall take place before the LTC is permitted to perform any unsupervised duties.

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).

1.2.5.4 Ground Instructor

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).

1.2.5.4.1 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 (Available in this context means that the Company does not have such a qualified person amongst his Personnel.) 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 (e.g. Eurocontrol Instructor teaching Flight Dispatcher new features of the CFMU software) for which the Company has no own specialised Company personnel.

NOTE

See BCAA Notice to Operators 14-06

1.2.5.4.2 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.

1.2.5.4.3 Initial Company training and checking

A Ground Instructor (GI) shall have appropriate 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 Company supervision shall not be required when the Competent Authority does the supervision.

NOTE

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

1.2.5.4.4 *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 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 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 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 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 (Not being an active participant or Trainee of the training and/or checking event.).

1.2.5.4.5 *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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed Ground Instructor in Annex 1, shall occur before the GI is permitted to perform any duties unsupervised.

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).

1.2.5.5 Flight Crew CRM Trainer

ORO.FC.146 AMC2

1.2.5.5.1 General

A Flight 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 (*Available in this context means that the Company does not have such a qualified person amongst his Personnel.*) 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.*

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.*

1.2.5.5.2 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 when conducting training other than CRM training, but integrating CRM elements into this training.

1.2.5.5.3 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 shall:

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

1.2.5.5.4 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 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 CRM Trainer is also authorised as Ground Instructor, 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 authorisation may also count as supervision for the revalidation of other company 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.

1.2.5.5.5 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. The Company's management system; and
iii. Characteristics of the flight crew CRM training as defined in the first table of **2.6.8.2.7 - Implementation of CRM training elements** and its integration into line operations:
   (A) the different types of CRM trainings (initial, recurrent, etc.);
   (B) combined training (N/A to ASL); 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.

A Company CRM Trainer shall, for an initial Company authorisation, prove his competence by giving a lecture under supervision of a qualified CRM trainer and a Ground Instructor Supervisor (GIS).

NOTE

Only one shall be required when the Ground Instructor Supervisor is also a qualified CRM Trainer.

1.2.5.5.6 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.

1.2.5.5.7 Knowledge of the relevant flight operations

ORO.FC.146 AMC2 (d) (3)

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, SPO).

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. The training shall consist of the elements as described in the following paragraphs:

- **2.6.2 - Basic introduction training** , and
- **2.6.10 - Company manuals and procedures training and checking**.

1.2.5.5.8 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 must meet the conditions for initial and refreshing training but needs not meet the conditions defined for qualification and recency of 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.

The Company only selects a qualified and current flight crew CRM trainer meeting the conditions defined in **1.2.5.5.7** or **1.2.5.5.8**.

5. The flight crew CRM trainer remains responsible for the training.

The Company only selects a qualified and current flight crew CRM trainer meeting the conditions defined in **1.2.5.5.7 - Knowledge of the relevant flight operations** or **1.2.5.5.8 - Team of CRM trainers**

1.2.5.5.9 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 assessment of flight crew CRM trainers shall be conducted by flight crew CRM trainers with a minimum of 3 years of experience. If the company does not have the resources to conduct the assessment, it may employ a contractor.

1.2.5.5.10 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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed CRM Trainer in Annex 1, shall occur before the instructor is permitted to perform any duties unsupervised.

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.

1.2.5.6 Emergency and Safety Equipment Instructor

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

1.2.5.6.2 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 relevant experience on the type or class. If no experience on the type or class, operational experience on a similar type or class of aircraft shall be required in the same type of operation;

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.

3. Have adequate instructional skills;
4. Have completed initial E&SE training.

Notwithstanding the paragraph above and when acceptable to the Competent Authority:

1. 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;
2. 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 or class 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.

1.2.5.6.3 Initial Company training and checking

Emergency and Safety Equipment (E&SE) Instructors shall have appropriate experience and have adequate instructional skills. 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) (Only one is required when the Ground Instructor Supervisor is also a qualified E&SE Instructor).

NOTE

The Company supervision by a Ground Instructor Supervisor (GIS) shall not be required when the Competent Authority does the supervision.

NOTE

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

1.2.5.6.4 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 one 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 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.

1.2.5.6.5 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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed E&SE Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.7 First Aid Instructor

1.2.5.7.1 General

A First Aid 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

First Aid 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 (Available in this context means that the Company does not have such a qualified person amongst his Personnel) within the Company. 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.

1.2.5.7.2 Requirements

A First Aid 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; or
2. Be qualified as Medical Doctor, Nurse or non-aviation First Aid Instructor (i.e. Red Cross); and
3. Have adequate instructional skills; and
4. Have completed initial first aid training.

Notwithstanding the paragraph above and when acceptable to the Competent Authority (Not applicable to Medical Doctors, Nurses or non-aviation First Aid Instructors):

1. A Flight Crew Member or Senior Cabin Crew Member holding a recent qualification as a First Aid Instructor may continue to be a First Aid Instructor even after the cessation of active flying duties;
2. A former Flight Crew Member or Senior Cabin Crew Member having knowledge of first aid may become a First Aid Instructor if he maintains adequate knowledge of the operation.

A First Aid Instructor shall:

1. Maintain correct first aid 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.

1.2.5.7.3 Initial Company training and checking

First Aid Instructors shall have appropriate experience and have adequate instructional skills. A Company First Aid Instructor shall prove his competence by giving a lecture under supervision of a qualified First Aid Instructor and a Ground Instructor Supervisor (GIS) (Only one is required when the Ground Instructor Supervisor is also a qualified First Aid Instructor).

NOTE

The Company supervision by a Ground Instructor Supervisor (GIS) shall not be required when the Competent Authority does the supervision.

1.2.5.7.4 Recurrent Company training and checking

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

1. Conduct at least one 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 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

   If the First Aid Instructor is also authorised as Ground Instructor, E&SE Instructor, Fire Fighting Instructor, Wet Drill Instructor, CRM Trainer and/or HF Instructor, all those Company authorisations may in that case be revalidated. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event.

   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, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor, CRM Trainer, E&SE Instructor and/or HF Instructor if performed within the last 12 months of the validity period.

To renew a Company authorisation as Company First Aid 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 First Aid Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer.

1.2.5.7.5 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 – Assessment form*

A new First Aid 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed First Aid Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.8 Fire Fighting Instructor

1.2.5.8.1 General

A Fire Fighting 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

Fire Fighting 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 (Available in this context means that the Company does not have such a qualified person amongst his Personnel) within the Company. They shall be referred to as an external Fire Fighting Instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. fire fighting equipment required, etc) for which the Company has no own specialised Company personnel.

1.2.5.8.2 Requirements

A Fire Fighting Instructor shall possess group facilitation skills and shall at least:

1. Have current or former operational experience as a Flight Crew Member or Senior Cabin Crew Member; or
2. Be qualified as non-aviation Fire Fighting Instructor (i.e. fire brigade), and
3. Have adequate instructional skills; and
4. Have completed initial fire fighting training.

Notwithstanding the paragraph above and when acceptable to the Competent Authority (Not applicable to non-aviation Fire Fighting Instructors):

1. A Flight Crew Member or Senior Cabin Crew Member holding a recent qualification as a Fire Fighting Instructor may continue to be a Fire Fighting Instructor even after the cessation of active flying duties;
2. A former Flight Crew Member or Senior Cabin Crew Member having knowledge of fire fighting may become a Fire Fighting Instructor if he maintains adequate knowledge of the operation.

A Fire Fighting Instructor shall:

1. Maintain correct fire fighting 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.

1.2.5.8.3 Initial Company training and checking

Fire Fighting Instructors shall have appropriate experience and have adequate instructional skills. A Company Fire Fighting Instructor shall prove his competence by giving a lecture under supervision of a qualified Fire Fighting Instructor and a Ground Instructor Supervisor (GIS) (Only one is required when the Ground Instructor Supervisor is also a qualified Fire Fighting Instructor).

NOTE

The Company supervision by a Ground Instructor Supervisor (GIS) shall not be required when the Competent Authority does the supervision.

1.2.5.8.4 Recurrent Company training and checking

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

1. Conduct at least one 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 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

If the Fire Fighting Instructor is also authorised as Ground Instructor, E&SE Instructor, First Aid Instructor, Wet Drill Instructor, CRM Trainer and/or HF Instructor, all those Company authorisations may in that case be revalidated. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event.

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, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor, CRM Trainer, E&SE Instructor and/or HF Instructor if performed within the last 12 months of the validity period.

To renew a Company authorisation as Company Fire Fighting 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 Fire Fighting Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer.

1.2.5.8.5 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 – Assessment form*

A new Fire Fighting 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed Fire Fighting Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.9 Wet Drill Instructor

1.2.5.9.1 General

A Wet Drill 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

Wet Drill 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 (Available in this context means that the Company does not have such a qualified person amongst his Personnel) within the Company. They shall be referred to as an external Wet Drill Instructor and are mostly used for courses that are new to the Company or are very specialised (e.g. floatation equipment required, etc) for which the Company has no own specialised Company personnel.

1.2.5.9.2 Requirements

A Wet Drill 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; or
2. Be qualified as non-aviation Swimming or Water Safety Instructor (i.e. diving school, BLOSO accredited, etc); and
3. Have adequate instructional skills; and
4. Have completed initial wet drill training.

Notwithstanding the paragraph above and when acceptable to the Competent Authority (Not applicable to non-aviation Wet Drill or Water Safety Instructors):

1. A Flight Crew Member or Senior Cabin Crew Member holding a recent qualification as a Wet Drill Instructor may continue to be a Wet Drill Instructor even after the cessation of active flying duties;
2. A former Flight Crew Member or Senior Cabin Crew Member having knowledge of wet drill may become a Wet Drill Instructor if he maintains adequate knowledge of the operation.

A Wet Drill Instructor shall:

1. Maintain correct wet drill 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.

1.2.5.9.3 Initial Company training and checking

Wet Drill Instructors shall have appropriate experience and have adequate instructional skills. A Company Wet Drill Instructor shall prove his competence by giving a lecture under supervision of a qualified Wet Drill Instructor and a Ground Instructor Supervisor (GIS) (Only one is required when the Ground Instructor Supervisor is also a qualified Wet Drill Instructor).

NOTE

The Company supervision by a Ground Instructor Supervisor (GIS) shall not be required when the Competent Authority does the supervision.

1.2.5.9.4 Recurrent Company training and checking

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

1. Conduct at least one 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 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

If the Wet Drill Instructor is also authorised as Ground Instructor, E&SE Instructor, First Aid Instructor, Fire Fighting Instructor, CRM Trainer and/or HF Instructor, all those Company authorisations may in that case be revalidated. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event

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, First Aid Instructor, Fire Fighting Instructor, Wet Drill Instructor, CRM Trainer, E&SE Instructor and/or HF Instructor if performed within the last 12 months of the validity period.

To renew a Company authorisation as Company Wet Drill 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 Wet Drill Instructor shall complete a relevant (As defined by the Training Manager) theoretical training and/or checking event as observer.

1.2.5.9.5 *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 – Assessment form*

A new Wet Drill 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed Wet Drill Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.10 Dangerous Goods Instructor

1.2.5.10.1 General

A Dangerous Goods (DG) Instructor shall be nominated by the Training Manager, accepted by the Performance Review Board and approved by the Competent Authority. He shall be given a clear statement of his individual duties and responsibilities.

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 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 Dangerous Goods Instructor.

1.2.5.10.2 Requirements

NOTE

IATA Dangerous Goods Regulation (DGR) – DGR Manual Section 1.5.3

Unless otherwise provided by the Competent Authority, Dangerous Goods Instructors of initial and recurrent dangerous goods training programs must demonstrate or be assessed as competent in instruction and the function(s) that they will instruct prior to delivering such a Dangerous Goods training program.

NOTE

'Competence in instruction' can come from a variety of methods. A list of instructional techniques shall be found in the IATA Dangerous Goods Regulations Instructors Toolkit (see IATA website)

A DG Instructor shall:

1. Maintain DG 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.

1.2.5.10.3 Initial Company training and checking

A Dangerous Goods (DG) Instructor shall have appropriate experience and have adequate instructional skills. A Company DG Instructor shall prove his competence by giving a lecture under supervision of a Ground Instructor Supervisor (GIS) and the Competent Authority.

1.2.5.10.4 Recurrent Company training and checking

NOTE

IATA Dangerous Goods Regulation (DGR) – DGR Manual Section 1.5.3.

A Company authorisation shall be valid for 24 months. For a revalidation of the Company authorisation, the Company DG Instructor shall:

1. Conduct at least one training and/or checking event within any 24-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 the Competent Authority and a Ground Instructor Supervisor (GIS) who will present his observations to the Training Manager for evaluation.

NOTE

Supervision for the extension (add-on) of an extra DG authorisation may also count as supervision for the revalidation of other authorisations as DG Instructor if performed within the last 12 months of the validity period. Supervision of a practical training and/or checking event shall not count towards (i.e. crediting) any required ground training and/or checking event.

To renew a Company authorisation as Company DG 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 DG 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).

1.2.5.10.5 *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 – Assessment form*

A new DG 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, which shall also be supervised by the Competent Authority.

An approval by the Competent Authority shall be required.

After the supervision event, a final acceptance (Issue of a Company certificate including the approval given by the Competent Authority) by the Training Manager shall be given before allowing the proposed DG Instructor to perform his duties unsupervised. 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 as 'see attached report'.

NOTE

If the Competent Authority does the supervision, their report shall be added as annex to the observation form.

A Company certificate shall be issued clearly depicting all authorisations and expiry dates per authorisation. Every next 24-month validity period shall start at the end of the previous validity period (including the remainder of the month).

1.2.5.11 Human Factors Instructor

1.2.5.11.1 General

A Human Factors (HF) 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

Human Factors 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 HF Instructor and are mostly used for courses that are new to the Company or for which the Company has no own specialised Company personnel.

1.2.5.11.2 Requirements

A HF Instructor shall posses group facilitation skills and shall at least:

1. Have current or former operational experience as a Flight Crew Member and have successfully passed the Human Performance and Limitations examination of the theoretical ATPL examination;
2. Have adequate instructional skills;
3. Have completed initial HF training;
4. Have received additional education in the fields of group management, group dynamics and personal awareness.

Notwithstanding the paragraph above and when acceptable to the Competent Authority:

1. A Flight Crew Member holding a recent qualification as a HF Instructor may continue to be a HF Instructor even after the cessation of active flying duties;
2. A former Flight Crew Member having knowledge of HPL may become a HF Instructor if he maintains adequate knowledge of the operation and aircraft type or class concerned.

A HF Instructor shall:

1. Maintain correct HF 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.

1.2.5.11.3 Initial Company training and checking

A Human Factor (HF) Instructor shall have appropriate experience and have adequate instructional skills. A Company HF Instructor shall prove his competence by giving a lecture under supervision of a qualified HF Instructor or CRM Trainer and a Ground Instructor Supervisor (GIS) (Only one is required when the Ground Instructor Supervisor is also a qualified HF Instructor or CRM Trainer).

NOTE

The Company supervision by a Ground Instructor Supervisor (GIS) shall not be required when the Competent Authority does the supervision.

1.2.5.11.4 Recurrent Company training and checking

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

1. Conduct at least one 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 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 HF Instructor is also authorised as Ground Instructor, E&SE Instructor and/or CRM Trainer, all those Company authorisations may in that case be revalidated.

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

To renew a Company authorisation as Company HF 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 HF 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).

1.2.5.11.5 *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 – Assessment form*

A new HF 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed HF Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.12 Flight Operations Dispatch Instructor

1.2.5.12.1 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 Dispatcher where applicable.

1.2.5.12.2 Requirements

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

1. 3 years of relevant work experience of which at least 2 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 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.

1.2.5.12.3 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).

1.2.5.12.4 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 one 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 or 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 (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).

1.2.5.12.5 *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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed FODI in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.13 Ground Operations Instructor

1.2.5.13.1 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.

1.2.5.13.2 Requirements

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

1. 3 years of relevant work experience of which at least 2 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.

1.2.5.13.3 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).

1.2.5.13.4 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 one 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 (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).

1.2.5.13.5 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 – Assessment 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.

Final acceptance and issuance of a Company certificate by the Training Manager, as well as inclusion of the proposed Ground Operations Instructor in Annex 1, shall occur before the Instructor is permitted to perform any duties unsupervised.

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).

1.2.5.14 Ground Instructor Supervisor

1.2.5.14.1 General

NOTE

BCAA Notice To Operators 14-06.

A Ground Instructor Supervisor (GIS) shall be proposed (After acceptance by the Performance Review Board) by the Training Manager and shall be accepted (By acceptance of the OM Part D Annex 1 (list of Training and/or Checking Personnel)) by the Competent Authority. 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.

1.2.5.14.2 Requirements

A Ground Instructor Supervisor (GIS) shall posses group facilitation skills and shall at least 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 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.

1.2.5.14.3 Administration

An acceptance (May include a letter or certificate although not required. As a minimum, the acceptance shall include the acceptance of the adapted list of Training and/or Checking Personnel as part of this manual) by the Competent Authority shall be given before allowing the proposed Ground Instructor Supervisor to perform his duties unsupervised.

1.2.5.15 Flight Instructor Supervisor

1.2.5.15.1 General

A Flight Instructor Supervisor (FIS) shall be proposed (After acceptance by the Performance Review Board) by the Training Manager and shall be accepted (By acceptance of the OM Part D Annex 1 (list of Training and/or Checking Personnel)) by the Competent Authority. 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.

1.2.5.15.2 Requirements

A Flight Instructor Supervisor (FIS) shall possess group facilitation skills and shall at least 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 need for, and 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;

1.2.5.15.3 Administration

An acceptance (May include a letter or certificate although not required. As a minimum, the acceptance shall include the acceptance of the adapted list of Training and/or Checking Personnel as part of this manual) by the Competent Authority shall be given before allowing the proposed Flight Instructor Supervisor to perform his duties unsupervised.

1.2.5.16 Peers

CAT.GEN.MPA.215 AMC4

1.2.5.16.1 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.

1.2.5.16.2 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.

1.2.5.16.3 Initial training.

CAT.GEN.MPA.215 AMC4 (b)

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.

The initial peer training takes 2 to 3 days, done in groups of no more than 12 peers.

1.2.5.16.4 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.

1.2.5.16.5 Administration

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

1.3 Validity of training and checking

ORO.FC.145 (g) AMC1

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

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 onwards) shall not be allowed unless extra theoretical training has been provided.

1.5 Training notification

The Training Manager shall forward the planned training and checking program sufficiently in advance to the Competent Authority and this at least once a month to allow the Competent Authority to schedule possible training and/or checking inspections.

If part of the training and checking program, changes shall be communicated to the Competent Authority normally not less than 3 calendar days before the start of the training and/or checking. Training and/or checking not previously announced in the monthly overview shall not be organised in that specific month unless allowed by the Competent Authority.

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) in the monthly overview. 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 but not later than as detailed in this section.

The notification of skill tests, license proficiency checks or ATPL upgrades should be done as required and in accordance with the EASA Examiners Differences Document and remain the responsibility of the TRE.

NOTE

Due to the type of operation of the Company, a change to a line check may be announced up to 24 hours of the estimated off-block time.

The notification to propose new Company Training and/or Checking Personnel shall be done not less than 10 calendar days before the planned supervision event as required and described in this manual.

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 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 the type of Training and/or Checking Personnel, the appointment of Training and/or Checking Personnel for CAT pilots is done after acceptance by the Competent Authority and approval by the Performance Review Board 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.

Depending the type of Training and/or Checking Personnel, the appointment of Training and/or Checking Personnel for NCC only or SPO only pilots is done after approval by the Performance Review Board upon proposal of the Training Manager.

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 may be found as annex to this manual.

1.8 Subcontracted training and/or checking

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

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 subcontracts specific training and checking to external third parties. For CAT pilots, those third parties shall be acceptable to the Competent Authority. Subcontracted organisations shall:

1. Establish and maintain a course program and syllabus approved by or acceptable to the Competent Authority (for CAT pilots only) and the Company;
2. Ensure that their Training and/or Checking Personnel are properly licensed to conduct the training and checking;
3. 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 Compliance Monitoring Manager, Company Auditors, Ground Instructor Supervisors, Flight Instructor Supervisors or Competent Authority to perform checks and/or audits on a regular base.

A certificate of competence to carry the duties of the particular training and/or checking capacity shall be verified and evidence retained in the Company files.

NOTE

May be issued by the Competent Authority or another Authority complying with Regulation (EU) No 2018/1139 of the European Parliament and of the Council.

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

1.9 Procedures in case of long absence

FCL.060 (b)

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 or class operated by the Company for more than 90 calendar days, shall be considered as long absent.

The following minimum requirements (The Training Manager may decide to impose higher requirements depending on the experience of the Flight Crew Member) shall be met in case of long absence before performing again any flying duty on the relevant Company type or class:

1. A Flight Crew Member shall not be assigned to operate an aeroplane in commercial air transport or carrying passengers as part of the minimum crew, either as Pilot Flying or as Pilot Monitoring, unless he has carried (Using the same type or class of aeroplane) 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;
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 or class 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.

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 a Trainee

If at any time any Training and/or Checking Personnel feels that a Trainee is exhibiting poor progress during training he shall contact the Training Manager for further guidance. The aim is to achieve early intervention to ensure the Trainee has the knowledge, skills and attitude to be or become successful.

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 is not reached.

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 discrection 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 for Commercial Air Transport (CAT) shall be conducted during CAT Operations. In case of not enough CAT operations with a certain aircraft type, line training may also be conducted during NCC operations on the condition that these are simulated as CAT operations. A line check shall only be conducted during CAT operations. In all cases, neither line training nor line checks shall be considered a training flight.

Line training for NCC shall be conducted during NCC operations.

Line training for SPO shall be conducted during SPO operations.

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

ORO.FC.145 (d), ORO.FC.145 (d) AMC2, ORO.FC.145 (e), ORO.FC.230 AMC1 (d)

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) whenever possible.

The line check shall be performed in the aircraft. All other training and checking however shall be performed in an FSTD, 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.

Before the Company extracts the data from an FSTD that can be related to a pilot, it shall develop a data access and security policy.

1.13 Psychological assessment

CAT.GEN.MPA.175 (b), CAT.GEN.MPA.175 (b) AMC1

► *Refer to the Operations Manual Part A Section 5.2.4 – Operator Conversion Course*

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 Company.

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 (Checklist Professional Profile, psychological) meets the four key assessment elements criteria identified by EASA.

These key assessment elements 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 (OPC, line check), reference checks, review of a CV and results from a personality assessment (part of selection process) may provide supporting information and can be used discussed during an interview. 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 Resource 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 PC-based psychometric (advanced COMPASS test) and psychological (Checklist 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 PC-based 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 immediately 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 of 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 tresholds.

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

NOTE

These tresholds are based on general tresholds set by EPST (supplier COMPASS). EPST suggests that until users have built 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 for a simulator test. EPST believes that an open discussion of test results between EPST and the user is the best way to achieve an understanding and confidence in COMPASS and Advanced-COMPASS data and will allow the user to set the tresholds for its own objectives and standards.

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

1.13.2 Checklist Personality Profile

The Checklist Personality Profile (CPP) test 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, sociability.

A score is given per module in a figure from 1-9 where 1 is very low and 9 is very high.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 Checklist Personality Profile (CPP) test displays expanded details on subjects like personal and relational competencies and potential misbalances, followed by a conclusion and advice.

The overall advise from CPP will be displayed immediately after the upload is completed on the Selection-Server.

- 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.

A number of additional questions are provided for each of the 15 characteristics that are part of the CPP. This refers to respondents who scored low on a trait (1,2,3) as well as respondents with high scores (8, 9).

The results of the COMPASS and CPP test, the interview and the optional simulator check shall be forwarded to the HR department who shall decide whether the candidate is accepted or declined.

Once the decision is made the candidate will be informed by ASL Group about the decision.

The psychological and psychometric assessment is valid for 24 months hence also retained for 24 months. These confidential records are only accessible for persons involved with flight crew member recruitment.

This psychological assessment is required for flight crew members entering new into the ASL/JNL group in their position and is not required for personnel moving between AOC’s in this group (ASLnv AOC B-3013, ASL bv NL-AOC-82 and JetNetherlands NL-AOC-038).

A psychological assessment performed by one operator may be accepted by a different operator 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 2 years and will be reviewed and case by case compared to our own standards as set out above.

No specialized personnel is required to operate the system locally.

SECTION 2 – 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 a flight crew member*

► *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 area, route and aerdromes), 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

ORO.FC.220 AMC1

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

2.1.2.1 General

ORO.FC.120, ORO.FC.230 AMC3

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 or class rating is required (i.e. type or class rating conversion),
2. Each time the Flight Crew Member joins the Company (i.e. Company conversion).

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

ORO.FC.120 AMC1, ORO.FC.120 AMC3, ORO.FC.125 (b) AMC1, ORO.FC.320, ORO.FC.320 AMC1

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

Flight Crew Member operator conversion training and checking program(15)				
Description	Group sequence	Manual reference	Type of conversion	
			Company	Type or class
Familiarisation and/or equipment and procedure training	A	**Section 2.1.3.4**		X
Basic introduction training(14)	A/D	**Section 2.6.2**	X	
Ground training and checking	A	**Section 2.6.3**	X(5)	X
Emergency and safety equipment (E&SE) training and checking	B	**Section 2.6.4**	X(9)	X(9)
Aircraft or flight simulation training device (FSTD) training and checking	C	**Section 2.6.5**	X	X
Operator proficiency check (OPC)(11)	C	**Section 2.6.6**	X	X
Line flying under supervision (LIFUS)	E	**Section 2.6.7**	X	X
Crew resource management (CRM) training	D	**Section 2.6.8**	X(6)	
Dangerous goods (DG) training and checking	D	**Section 2.6.9**	X(5)	X
Company manuals and procedures training and checking	A	**Section 2.6.10**	X	
Low visibility procedures training and checking	C	**Section 2.6.11**	X(1+5+8)	X(1+2)
Area, Route and aerodrome competence training and checking(11)	D	**Section 2.6.12**	X(5)	X(2)
Operations in areas of metric altimetry training(11+12)	E	**Section 2.6.13**	X(1+5)	X(1+2)
Reduced vertical separation minima (RVSM) training and checking	E	**Section 2.6.14**	X(1+5)	X(1+2)
Steep approach training	C	**Section 2.6.15**	X(1+3+5)	X(1+2+3)
North Atlantic High Level Airspace Minimum navigation Performance specification (NAT HLA MNPS) training and checking	E	**Section 2.6.16**	X(1+5)	X(1+2)
Pre-flight training(11+12)	B	**Section 2.6.17**	X(5)	X
Compliance monitoring training	D	**Section 2.6.18**	X	
Security training(11+12)	D	**Section 2.6.19**	X	
Controller Pilot Data Link Communication (CPDLC) training and checking	E	**Section 2.6.20**	X(1+5)	X(1+2)
Flight Crew Member incapacitation training and checking(11+12)	A	**Section 2.6.21**	X(5)	
Airborne collision avoidance system (ACAS) training and checking	A	**Section 2.6.22**	X(5)	X(2)
Volcanic ash operation training and checking(11+12)	E	**Section 2.6.23**	X(5)	

Flight Crew Member operator conversion training and checking program [15]				
Description	Group sequence	Manual reference	Type of conversion	
			Company	Type or class
Standard operating procedures (SOP) training and checking[11+12]	E	**Section 2.6.24**	X[13]	X[13]
Minimum Equipment List (MEL) training and checking	A/D	**Section 2.6.25**	X	
Passenger briefing and safety demonstrations training[11+12]	B	**Section 2.6.26**	X	X
Cold weather operations training and checking	D	**Section 2.6.27**	X[4+5]	
Upset Prevention & Recovery Training (UPRT)	A	**Section 2.6.33**	X[5]	X
Safety training	D	**Section 2.6.34**	X	
Mental health in aviation	E	**Section 2.6.35**	X	
Operational Landing Distance	D	**Section 2.6.36**	X	
Line check[11+12]	N/A	**Section 2.6.28**	X	X

Note 1: When the type or class 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 or class 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 shall 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: Training only applicable for Commanders flying single-pilot certified aircraft unless indicated otherwise in the airport specific training requirements. Training applicable to both Flight Crew Members when flying multi-pilot certified aircraft.

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 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 that year.

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 or class of aircraft remains the same (e.g. steep approach training).

Note 6: Credit for CRM training may only be given if the previous CRM training (initial, conversion or Command course) was conducted by the same CRM Trainer and the validity of the course has not yet expired.

Flight Crew Member operator conversion training and checking program (15)				
Description	Group sequence	Manual reference	Type of conversion	
			Company	Type or class
Note 7:(removed) *Note 8: 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 150 meters or less (RVR 125, CAT II or CAT III).* *Note 9: Whereas the Trainee may be exempted from certain parts of the emergency and safety equipment training and checking, some parts (i.e. first aid training, wet drill training, fire fighting training) 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 10: All training and checking of a certain group shall be completed before being eligible to commence training and checking of the subsequent group and this in alphabetical order. The groups shall be referred to as:* 1. *Group A – This group covers ground training and checking, including the items listed under **2.6.3.3 - Recurrent training**. Some of these trainings are preferably completed within group A and are indicated with the label (A/D). This designation means that while these trainings should ideally be completed in Group A, they must be completed no later than Group D;* 2. *Group B – Emergency and safety equipment training and checking (completed before any flight training in an aircraft commences);* 3. *Group C – Flight training and checking (aircraft and/or FSTD);* 4. *Group D – Must be completed prior to commencing the Line flying under supervision (LIFUS);* 5. *Group E – Must be completed prior to the Line check.* *Note 11: Not applicable to non-commercial operations with complex motor-powered aircraft (NCC).* *Note 12: Not applicable to Specialised Operations (SPO).* *Note 13: Upon discretion of the Training Manager. This non-mandatory training may be used as a mitigation procedure in case of reduced line training, etc.* *Note 14: Credits for Basic Introduction Course are given in case of conversion from one of the AOC's in the AOC group. The AOC group consists of ASL NV (AOC B-3013), JetNetherlands BV (NL-AOC- 38) and ASL BV (NL-AOC-82).* *Note 15: Credit may be given for previous training provided this previous training is formally documented. Ref. **2.1.2.3 - Credit for previous training received by the pilot** below.*				

2.1.2.3 Credit for previous training received by the pilot for NCC and non-commercial SPO

Previous training received by the pilot may be credited for Operator Conversion training and checking, under the following conditions:

- The content of previous training shall cover at least the content required by this OM Part D.
- It shall have been delivered by suitably qualified personnel by approved means (CBT,...). In practice, evidence of training provided by any EASA NAA approved ATO or AOC holder is acceptable;
- Aircraft/FSTD and ground training and checking shall cover at least the topics of the current ground course recurrent training program section **2.6.3.3 - Recurrent training**
- The credited flight training and checking shall be done in a sufficiently similar aircraft/FSTD with operating procedures sufficiently representative of the Company's procedures.

Previous training needs to be formally documented and all documents shall be stored as part of the crewmembers training records.

The Company shall be satisfied that the flight crew member is competent to operate in accordance with the Company's procedures and to use the specific equipment installed on the aircraft to be operated.

2.1.3 Operating more than one type (class) or variant

ORO.FC.125 (c), ORO.FC.140, ORO.FC.240 AMC1

2.1.3.1 General

► *Refer to the Operations Manual Part A Section 4.4- Differences training, familiarisation, procedure and equipment 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 (class) or variant may be found in the Operations Manual Part A.

2.1.3.2 Operating more than one type (class)

ORO.FC.125 (a)

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

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

For specialised operations, elements of the aircraft/FSTD training and operator proficiency check that cover the relevant aspects associated with the specialised task and are not related to the type or group of types may be credited towards the other groups or types, based on a risk assessment performed by the Company.

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) .

Alternating operator proficiency checks and/or line checks shall not be allowed, unless when approved by the Competent Authority. The table below details the types and/or classes that are approved by the Competent Authority, allowing alternation on these checks.

Table: Alternating operator proficiency and/or line checks

Alternating operator proficiency and/or line checks							
License endorsement	BE90/99/100/200	C510	C525	C560XL/XLS	C680	EMB550	LR45/75
BE90/99/100/200	/	No	No	No	No	No	No
C510	No	/	No	No	No	No	No
C525	No	No	/	No	No	No	No
C560XL/XLS	No	No	No	/	No	No	No
C680	No	No	No	No	/	No	No
EMB550	No	No	No	No	No	/	No
LR45/75	No	No	No	No	No	No	/
Note 1: When alternating operator proficiency checks between each type or class operated, each operator proficiency check revalidates the operator proficiency check for the other type or class flown. *Note 2: When alternating line checks between each type or class operated, each line check revalidates the line check for the other type or class flown.*							

If it is for any reason impossible to alternate operator proficiency checks and/or line checks, the operator proficiency check and/or line check may exceptionally be executed on the same type (class). If more than 2 times in a row, the same type (class) of aircraft is to be used for the operator proficiency check and/or line check, the applicable check shall only be counted towards the type (class) actually used during the applicable check.

2.1.3.3 Differences training

FCL.710, ORO.FC.125 AMC1 (a)

2.1.3.3.1 General

Separate EASA type rating and license endorsement lists are published by the Agency, one for helicopters and one for all other aircraft. These lists constitute the class and type of aircraft categorisations in accordance with FCL.010 (category of aircraft, class of aeroplane, and type of aircraft), FCL.700 and GM1 FCL.700 of Annex I of Commission Regulation (EU) No 1178/2011 of 3 November 2011 (Part-FCL), as amended.

The lists further provide aircraft specific references relevant to flight crew qualifications and air operations.

The following table details the Company relevant parts of the EASA Type Rating & License Endorsement List in order to be able to complete the applicable differences training where required:

Table: Relevant parts of the EASA type rating and license endorsement list

Relevant parts of the EASA type rating and license endorsement list							
Manufacturer	Aircraft model / name	License endorsement[1]	Variants[2]	Complex[3]	SP / SP HPA / MP[4]	OEB FC report / OSD FC available	Remarks[5]
Beechcraft	200 series	BE90/99/100/200	X	X	SP HPA	X	OSD FC BE90/200 Rev.1, dated 16 Nov 2016
Cessna	510 - Citation Mustang	C510	-	X	SP HPA	X	OSD FC C510 (Mustang), dated 10 Feb 2015
Cessna	525 - CJ1+ 525A - CJ2+ 525B - CJ3	C525	X	X	SP HPA	X	OSD FC C525, Rev. 2, dated 23 Aug 2017
Cessna	C560XLS C560XLS+	C560XL/XLS	X	X	MP	X	OSD FC C560 XL / XLS / XLS+, Rev. 1, dated 17 May 2015
Cessna	C680 Sovereign	C680	X	X	MP	X	OSD FC C680 Rev. 2, dated 17 Dec 2015
Embraer	EMB545 (Legacy 450) EMB550 (Legacy 500)	EMB550	-	X	MP	X	OSD FC Embraer 550 / Embraer 545, Rev. J, dated 11 Jan 2023
Learjet (Bombardier)	45 (Learjet 45 series LR-45) 45 (Learjet 40 series LR-40)	Learjet45/75	X	X	MP	X	OSD FC Learjet LR-40/LR45/LR-70/LR-75
Note 1: The license endorsement is established in accordance with FCL.010 (category of aircraft, class of aeroplane, and type of aircraft), FCL.700 and GM1 FCL.700 of Annex I of Commission Regulation (EU) No 1178/2011 of 3 November 2011 ("Part-FCL"), as amended. Occasionally, the addition of a new aircraft variant may lead to a change in the license endorsement. In these cases, the previous license endorsement remains valid but should be replaced during the next routine license renewal.							

Relevant parts of the EASA type rating and license endorsement list							
Manufacturer	Aircraft model / name	License endorsement(1)	Variants(2)	Complex(3)	SP / SP HPA / MP(4)	OEB FC report / OSD FC available	Remarks(5)
Note 2: Where more than one aircraft model/name is listed in under the same license endorsement, these aircraft are designated as variants of the same class or type of aircraft. Aircraft models / names which are separated by a horizontal line in the tables require differences training, whereas those aircraft which are contained in the same box require familiarization training when transitioning from one aircraft to another. This is indicated with the mark 'X'. Normally, the variant designation is the result of an operational evaluation referenced in column 7and 8. The referenced document(s) may contain specific details regarding pilot training, checking and currency, as well as prerequisites, credits, or limitations, and must be consulted. Transitioning between variants may not have been evaluated between all models or in all directions. *Note 3: The mark 'X' in the column indicates that an aircraft is categorized as a complex motor-powered aircraft in accordance with the definition in Regulation (EC) No 216/2008.* *Note 4: Column 6 indicates if an aircraft is certified for a minimum of one pilot (SP), classified as high performance aeroplane (SP HPA) in accordance with Part-FCL requirements, or certified for a minimum of two pilots (MP). Aircraft, which are certified for SP, may be operated in a multi-crew environment for a variety of reasons. Applicable requirements relevant to flight crew qualifications and air operations apply, OSD for flight crew may contain additional provisions, where available.* *Note 5: Operational Evaluation Board (OEB) reports are published on the EASA website. Operational Suitability Data (OSD) are held by the relevant (Supplemental) Type Certificate Holder and available on request in accordance with Article 7a of Commission Regulation (EU) No 748/2012 as amended by Commission Regulation (EU) No 69/2014 of 27 January 2014. In case of discrepancies, the OEB/OSD document(s) take precedence over the Type Rating & License Endorsement lists. Where variant determinations are established without an operational evaluation, Operators, ATO's or Competent Authorities should assess the differences, as applicable.*						

Differences training requires additional knowledge and training on the aircraft or an appropriate training device. It shall be carried out, when required according to the table above, before operating another variant of an aeroplane of the same type or another type of the same class currently operated.

In the case of variants within a type rating, the differences training shall include the relevant elements defined in the operational suitability data established in accordance with Part 21.

If the variant has not been flown within a period of 2 years following the differences training, further differences training or a proficiency check in that variant shall be required to maintain the privileges.

The differences training shall be entered in the pilot's logbook or equivalent record and signed by the Instructor as appropriate.

NOTE

A Company completion certificate or form is considered acceptable as 'equivalent record'.

Please refer to the annexes of this manual for the different differences training programs. The differences training is based and constructed on the operator difference requirements (ODR) tables. For understanding the principle of these ODR-tables, please refer to the explanation in this section below.

NOTE

The symbol HPA (high performance aircraft) indicates in the table above that additional knowledge instruction is required for this type of aircraft if the applicant for the type or class rating is not the holder of an ATPL(A) or has no theoretical knowledge credit at ATPL(A) level.

Based on the Operational Evaluation Board (OEB) reports applicable to Company aircraft, the following special training requirements and/or limitations shall be taken into account:

NOTE

Only the aircraft types (classes) that require special training and/or have extra limitations, shall be listed.

2.1.3.3.2 Special training requirements C510

Before starting the initial training on the C510, the Trainee shall have knowledge on and the use of:

1. Garmin 1000 avionics operation,
2. EFIS / FMS system(s),
3. Crew alerting system (CAS) combined with Pilot's abbreviated checklist.

The correct use of these items shall also be emphasised during the Trainees' line training.

2.1.3.3.3 Special training requirements C525

► *Refer to the Operations Manual Part D Annex 19 – Familiarisation program C525*

Before being able to operate a C525 as SP or as PIC in MP operations, Pilots must have a minimum of 500hrs. total flying experience (OSD FC C525, Rev.2, dated 23 Aug 2017).

Before operating on any variant, other than the base aircraft used during initial training and checking, of the C525 as detailed in the table above, differences training shall be completed as detailed in the differences training program as to be found as annex to this manual.

NOTE

Refer to the OM Part A Section 4.4.2 for the qualification requirements applicable before commencing differences training for, and operation of, another type or variant within the same license endorsement.

The correct use of the FMS shall also be emphasised during the Trainees' line training.

When a Trainee receives differences training in more than one model, that Trainee shall receive at least one complete differences course from the base aircraft to the variant he wants to maintain currency on. Additional training shall be required as necessary to cover the differences that are unique from the base model to other variant models. When differences that were previously taught during a differences course for one variant are the same as for an additional variant, that material need not be repeated. However, the Trainee shall, pass a separate written or oral examination and/or proficiency check (if required) for each model for which differences training was received.

2.1.3.3.4 Special training requirements C560XLS+

As part of the initial training for the C560XLS+, special emphasis shall be put on the operational use of:

1. Collins ProLine 21 system and the Collins FMS-3000,
2. Use and interpretation of color codes of the avionics system,
3. Use of the different VNAV modes,
4. Use of and the differences between the FMS based approaches.

The correct use of these items shall also be emphasised during the Trainees' line training.

2.1.3.4 Familiarisation and/or equipment and procedure training

ORO.FC.125 (b), ORO.FC.125 AMC1 (b), ORO.FC.325, ORO.FC.325 AMC1

► *Refer to the Operations Manual Part D Annex 19 – Familiarisation and/or equipment and procedure training program C525*

► *Refer to the Operations Manual Part D Annex 20 – Familiarisation and/or equipment and procedure training program BE20*

►*Refer to the Operations Manual Part D Annex 22 – Familiarisation and/or equipment and procedure training program C56X*

► *Refer to the Operations Manual Part D Annex 30 – Familiarisation and/or equipment and procedure training program C510*

► *Refer to the Operations Manual Part D Annex 33 – Familiarisation and/or equipment and procedure training program E545/E550*

► *Refer to the Operations Manual Part D Annex 40 – Familiarisation and/or equipment and procedure training program C680*

► *Refer to the Operations Manual Part D Annex 44 – Familiarisation and/or equipment and procedure training program LR-45*

► *Refer to the Operations Manual Part D Annex 47 - Familiarisation and/or equipment and procedure training program C560XLS*

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 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 **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.

In the case of SPO, If a flight crew member undergoes equipment and procedure training that requires training on a suitable FSTD or the aircraft, with regard to standard operating procedures related to a specialised operation, the flight crew member shall undergo an operator proficiency check.

Table: Familiarisation and/or equipment and procedure training

Familiarisation and/or equipment and procedure training		
Training	Type of operation	Remarks
C525	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated as well as the differences between the C525 and C25A/B with a focus on the avionics differences.
C56X	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated as well as the differences between the C560XLS and C560XLS+ with a focus on the avionics differences.
EMB550	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated.
LR-45	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated.
BE20	CAT + NCC, SPO	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated as well as the differences between the B200 and the B200C.
C510	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated.
C680	CAT + NCC	Details the differences between the simulator(s) used for initial and/or recurrent training and checking and the aircraft operated.

Please refer to the annexes of this manual for the different familiarisation and/or equipment and procedure training programs.

2.1.3.5 Operator difference requirements tables

2.1.3.5.1 General

ORO.FC.240 AMC2

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 ground training and checking of variations in aircraft configuration, if the pilot operates variations in aircraft configuration and credit is sought.
- the operation of more than one type or variant when credit is sought, in which case all of the following shall apply:
    1. All training, checking and currency requirements shall be completed independently for each type or variant unless credits have been established by using ODRs tables.
    2. All recent experience requirements shall be completed independently for each type unless credits have been established by using ODRs tables.
    3. The Company may define credit based on ODRs tables that shall not be less restrictive than the OSD.

2.1.3.5.2 Compilation of ODR tables

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.
3. 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.
4. ‘Credit’ refers to the recognition of recurrent training, checking or recent experience based on commonalities between aircraft.
5. ‘Operator difference requirements (ODRs)’ refer to a formal description of differences between types or variants or aircraft configurations flown by a particular operator.
6. ‘Training’ refers to differences training, familiarisation and equipment training.
7. ‘Currency’ refers to the recurrent training on types and variants.

ODR 1 : General

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

The general characteristics (ODR 1) of the candidate 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 on the next page:

Table: Example of table ODR 1

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		

ODR 2 : Systems

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 ODR 2

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 characteristic s (performance and/or handling)	Impact on procedures (yes or no)	Assessment of the difference levels		

ODR 3 : Manoeuvres

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 on the next page:

Table: Example of table ODR 3

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 characteristic s (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 levels 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 full flight simulator level C / D or aircraft	As per regulation using full flight simulator level C / D 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 differences 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 an 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 seat

ORO.FC.135, ORO.FC.235

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

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

2.1.4.1 General

ORO.FC.135 AMC1

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.

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

2.1.4.2 Initial training and checking

ORO.FC.235 (b)

For the issue of a Flight Crew Member's qualification to operate in either seat, additional practical right hand seat training and checking shall be conducted in a full flight simulator (FFS) relevant to the type (class) 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 V2,*

For the issue of a first Flight Crew Member's qualification to operate in either seat in CAT and SPO operations, 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 (class) is used, the training and checking (except the line training and line check), as detailed above, may be combined in one simulator session conducted by a FE, CRE, TRE or SFE. The line training and line check may be completed at a later stage on the actual aircraft.

The line check as specified above may also counts as a yearly line check.

The line training and line check required in order to become a Line Training Captain (LTC) may be combined with the line training and line check 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 seat qualification.

2.1.4.4 Recurrent training and checking

ORO.FC.235 (c), ORO.FC.235 (d)

The yearly checking may be combined with the operator proficiency check (OPC) Besides the mandatory exercises from the left hand seat, the OPC shall include the additional exercises as detailed under “2.1.4.2 Initial training and checking” from the right hand seat.

Both practical training and checking shall be conducted on a yearly basis. The validity period of the check shall be 12 calender months.

If the qualification to operate from either seat on the type or class was lost for 12 months or less (including the remainder of the month), the Trainee shall complete (i.e. renewal) the practical checking as detailed under “2.1.4.2 Initial training and checking”.

If the qualification to operate from either seat on the type or class was lost for more than 12 months (including the remainder of the month), he shall complete (i.e. renewal):

1. The practical training as detailed under “2.1.4.2 Initial training and checking” (excluding the line flying under supervision),
2. The practical checking as detailed under “2.1.4.2 Initial training and checking”.

2.1.5 Recurrent training and checking program

ORO.FC.105 (b) (2)(c) AMC2, ORO.FC.130, ORO.FC.130 AMC1, ORO.FC.145 (f), ORO.FC.145 (g), ORO.FC.230 (a), ORO.FC.230…

2.1.5.1 General

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 and SPO operations, the operator proficiency checks are part of the periodic checks.

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. Differences training and/or familiarisation 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	**Section 2.6.3**	12 months
General emergency and safety equipment (E&SE) training and checking	**Section 2.6.4**	12 months
Evacuation training and checking(3)	**Section 2.6.4**	36 months
Fire fighting training and checking(3+4)	**Section 2.6.4**	36 months
First aid training and checking(3)	**Section 2.6.4**	36 months
Aircraft or flight simulation training device training and checking	**Section 2.6.5**	12 months
Operator proficiency check (OPC)	**Section 2.6.6**	6 months(7)
Crew resource management (CRM) training	**Section 2.6.8**	12 months
Dangerous goods (DG) training and checking	**Section 2.6.9**	24 months
Low visibility procedures theoretical training and checking	**Section 2.6.11**	12 months(1+2)
Low visibility procedures practical training and checking	**Section 2.6.11**	6 months(1+2+9)
Area, route and aerodrome competence training and checking	**Section 2.6.12**	12 months
Reduced vertical separation minima (RVSM) training and checking	**Section 2.6.14**	36 months(1+2)
Steep approach training(5+6)	**Section 2.6.15**	12 months(1+2+6)

Flight Crew member recurrent training and checking program		
Description	Manual reference	Validity
North Atlantic High Level Airspace Minimum navigation Performance specification (NAT HLA MNPS) training and checking	**Section 2.6.16**	36 months(1+2)
Pre-flight training(3+4)	**Section 2.6.17**	24 months
Security training(3+4)	**Section 2.6.19**	12 months
Flight Crew Member incapacitation training and checking	**Section 2.6.21**	12 months
Airborne collision avoidance system (ACAS) training and checking	**Section 2.6.22**	36 months
Volcanic ash operation training and checking(3+4)	**Section 2.6.23**	As required
Standard operating procedures (SOP) training and checking	**Section 2.6.24**	As required
Cold weather operations training and checking	**Section 2.6.27**	12 months
Upset Prevention & Recovery Training (UPRT)	**Section 2.6.33**	12 months
Safety Training	**Section 2.6.34**	36 months
Mental health in aviation(8)	**Section 2.6.35**	36 months
Line check(3+4)	**Section 2.6.28**	12 months

Note 1: When the type or class 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: Not applicable to Specialized Operations (SPO).
Note 5: Training only applicable for Commanders flying single-pilot certified aircraft unless indicated otherwise in the airport specific training requirements. Training applicable to both Flight Crew Members when flying multi-pilot certified aircraft.
Note 6: The validity of the training will only be 6 months for the EMB 550/545 according OSD.
Note 7: The OPC for SPO and NCC pilots has a validity of 12 months instead of 6 months
Note 8: Mental Health in aviation recurrent shall be given via safety training.
Note 9: Validity for the training and checking is 12 months for SPO and NCC.

2.1.5.2 Extra provisions for SPO Recurrent Training and Checking

ORO.FC.330 AMC1 (g), ORO.FC.330 AMC1 (h), ORO.FC.330 AMC1 (k)

► Refer to the Operations Manual Part D Annex 15 – SPO Operator Proficiency Check (OPC) form

► Refer to the Operations Manual Part D Annex 20 – Equipment and procedure training program BE20 (FFS FSI B200 and B200C)

► Refer to the Operations Manual Part D Annex 51 – BE20 SPO Familiarisation briefing

The Company has determined, based on a risk assessment, which procedures associated with the specialised tasks are relevant to be trained and checked, taking the following into account:

1. specific risks associated with the specialised operation;
2. for abnormal and emergency procedures, the criticality of the situation or failure and the impact of training and checking on ensuring a positive outcome; and
3. for normal procedures, the amount of experience and recent experience accumulated since the previous training or checking.

A training and checking programme is established to ensure that normal, abnormal and emergency procedures covering the relevant aspects associated with the specialised tasks are

1. trained and checked over a 2-year cycle.
2. trained and checked before a pilot with no recent experience of the specialised operation in the last 6 months resumes the specialised operation.

The content of the SPO recurrent training and checking is as follows:

1. Training and checking as required by **2.1.5.1 - General**.
2. Familiarisation with differences in aircraft configuration, cockpit layout, SPO procedures, and applicable AFM supplements shall be briefed and discussed during line training. This familiarisation includes, as applicable, the use of Annex 20 and Annex 51.
3. The SPO Operator Proficiency Check (OPC) will be the only periodic check for relevant specialised operations.

Whenever an item requires both training and checking, 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.

Since the Company is involved in both CAT and SPO operations, training and checking elements from CAT may be credited towards SPO recurrent training and checking.

2.1.5.3 Extra provisions for NCC recurrent Training and Checking

ORO.FC.130 AMC1 (b)

► Refer to the Operations Manual Part D Annex 18 – NCC Operator Proficiency Check (OPC) form

The Company has determined that the NCC Operator Proficiency Check (OPC) will be the only periodic check for non-commercial operations with complex motor-powered aircraft (NCC).

2.1.6 Command conversion course

ORO.FC.105 (b) (3), ORO.FC.105 (b) (3) AMC1, ORO.FC.205 (a)

- ► *Refer to the Operations Manual Part A Section 4.1.7.4 – 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.

The Training Manager shall consult the Safety Manager to verify if there are no objections for the candidature of the Second-in-Command to start the Command conversion course.

If no objections from the Safety Manager, the Training Manager shall propose the candidature of the Second-in-Command to the Performance Review Board (PRB) and seek approval of the Performance Review Board members prior the start of the Command conversion course.

The candidate Commander (PIC) 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 (class), the command conversion course may be combined with the applicable other conversion course.

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 (PIC).

The Command responsibilities training shall encourage discussion on all subjects with emphasis on the subject of Command.

A Command 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.

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

ORO.FC.205 (a) (1)

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) 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 (PIC) 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. License proficiency check if required and/or if not replaced by the ATPL(A) skill test, and
5. For CAT and SPO operations: Operator proficiency check as a Commander.

2.1.6.3 Line flying under supervision

ORO.FC.205 (a) (4) (i)

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

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 (Any decision shall be taken after consulting the Performance Review Board (PRB)) whether to continue or suspend the training.

2.1.6.4 Line check

A line check shall be performed to finalise the Command conversion course demonstrating adequate knowledge of the route or area to be flown and of the airports, including alternate airports, facilities and procedures to be used.

2.2 Cabin Crew Member

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

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 1.6 – Other relevant personnel*

► *Refer to the Operations Manual Part A Section 5.6.1 – 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:

NOTE

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

1. Flight Dispatcher (FD) (not applicable to the Company),
2. Ground Handling Personnel,
3. Passenger Handling Personnel.

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

2.4.2 Flight Dispatcher

ORO.GEN.110 (e) AMC1

The Company does not employ Flight Dispatchers, hence this section shall not be applicable.

2.4.3 Ground Handling Personnel

- *Refer to the Operations Manual Part A Section 1.6.5 – Ground Handling Personnel*
- *Refer to the Operations Manual Part A Section 5.6.1.2 – Ground Handling Personnel*
- *Refer to the Operations Manual Part D Annex 43 – Ground Operations Familiarisation Training form*
- *Refer to the Ground Operations Manual*

2.4.3.1 General

Ground Handling Personnel joining the Company shall gain experience during a period of at least 3 months (starting from the date of first actual employment) under supervision of a Company Ground Operations Instructor (GOI) assisting him in handling Company aircraft and applicable Company equipment. During this period under supervision, he shall demonstrate competence in different areas as detailed in section 8.2 of the Operations Manual Part A and shall complete the operator conversion training and checking for Ground Handling Personnel.

Any period of supervision shall be completed by the Trainee handling Company aircraft independently as part of the normal routine of the Ground Operations Department being evaluated by the Ground Operations 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 Ground Operations Manager up to 6 months. A supervision period of more than 6 months may only be approved by the Performance Review Board (PRB).

2.4.3.2 Operator conversion training and checking

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: Ground Handling Personnel operator conversion training and checking program

Ground Handling Personnel operator conversion training and checking program(2)		
Description	Manual reference	Remarks
Company familiarisation training	**Section 2.6.29**	*(note 6)*
Human factors training	**Section 2.6.30**	*(note 3+4)*
Fire fighting training	**Section 2.6.4**	*(note 3)*
First aid training	**Section 2.6.4**	*(note 3)*
Dangerous goods (DG) training and checking	**Section 2.6.9**	*(note 3+5)*
Company manuals and procedures training and checking	**Section 2.6.10**	
Compliance monitoring training	**Section 2.6.18**	
Security training	**Section 2.6.19**	
Cold weather operations training and checking	**Section 2.6.27**	*(note 1)*
Safety training	**Section 2.6.34**	
Mental health in aviation	**Section 2.6.35**	

Note 1: Ground Handling Personnel is 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: Ground Handling Personnel 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 or Cabin Crew Member within the ASL Group, and the validity of the course has not yet expired.

Note 5: The course referred to, shall be a non-carry dangerous goods course.

Note 6: Not applicable / required if not new to the Company (i.e. previously part of a different category of Company personnel.

2.4.3.3 Recurrent training and checking

Ground Handling Personnel shall undergo recurrent training and checking as detailed below:

Table: Ground Handling Personnel recurrent training and checking program

Ground Handling Personnel recurrent training and checking program[1]		
Description	Manual reference	Validity
Human factors training	**Section 2.6.30**	36 months[2]
Fire fighting training	**Section 2.6.4**	36 months
First aid training	**Section 2.6.4**	36 months
Dangerous goods (DG) training and checking	**Section 2.6.9**	24 months[3]
Security training	**Section 2.6.19**	60 months
Cold weather operations training and checking	**Section 2.6.27**	12 months
Safety training	**Section 2.6.34**	36 months
Mental health in aviation[4]	**Section 2.6.35**	36 months
Note 1: Ground Handling Personnel 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 or Cabin Crew Member within the ASL Group, and the validity of the course has not yet expired.* *Note 3: The course referred to, shall be a non-carry dangerous goods course.* *Note 4: Mental Health in aviation recurrent shall be given via safety training.*		

2.4.4 Passenger Handling Personnel

- *Refer to the Operations Manual Part A Section 1.6.6 – Passenger Handling Personnel*
- *Refer to the Operations Manual Part A Section 5.6.1.3 – Passenger Handling Personnel*
- *Refer to the Ground Operations Manual Section 1 – Passenger handling procedures*

2.4.4.1 General

Passenger Handling Personnel joining the Company shall gain experience during a period of at least 3 months (starting from the date of first actual employment) under supervision of a Company Ground Operations Instructor (GOI) assisting him in handling Company passengers. During this period under supervision, he shall demonstrate competence in different areas as detailed in section 8.2 of the Operations Manual Part A and shall complete the operator conversion training and checking for Passenger Handling Personnel.

Any period of supervision shall be completed by the Trainee handling Company passengers independently as part of the normal routine of the Ground Operations Department being evaluated by the Ground Operations 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 Ground Operations Manager up to 6 months. A supervision period of more than 6 months may only be approved by the Performance Review Board (PRB).

2.4.4.2 Operator conversion training and checking

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: Passenger Handling Personnel operator conversion training and checking program

Passenger Handling Personnel operator conversion training and checking program[1]		
Description	Manual reference	Remarks
Company familiarisation training	**Section 2.6.29**	*(note 5)*
Human factors training	**Section 2.6.30**	*(note 2+3)*
First aid training	**Section 2.6.4**	*(note 2)*
Dangerous goods (DG) training and checking	**Section 2.6.9**	*(note 2+4)*
Company manuals and procedures training and checking	**Section 2.6.10**	
Compliance monitoring training	**Section 2.6.18**	
Security training	**Section 2.6.19**	
Safety training	**Section 2.6.34**	
Mental health in aviation	**Section 2.6.35**	

Note 1: Passenger Handling Personnel 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: 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 3: Credit for human factors training may be given if the Trainee has completed CRM training as a Flight or Cabin Crew Member within the ASL Group, and the validity of the course has not yet expired.
Note 4: The course referred to, shall be a non-carry dangerous goods course.
Note 5: Not applicable / required if not new to the Company (i.e. previously part of a different category of Company personnel.

2.4.4.3 Recurrent training and checking

Passenger Handling Personnel shall undergo recurrent training and checking as detailed below:

Table: Passenger Handling Personnel recurrent training and checking program

Passenger Handling Personnel recurrent training and checking program[1]		
Description	Manual reference	Validity
Human factors training	**Section 2.6.30**	36 months[2]
First aid training	**Section 2.6.4**	36 months
Dangerous goods (DG) training and checking	**Section 2.6.9**	24 months[3]
Security training	**Section 2.6.19**	60 months
Safety training[4]	**Section 2.6.34**	36 months
Mental health in aviation	**Section 2.6.35**	36 months
Note 1: Passenger Handling Personnel 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 or Cabin Crew Member within the ASL Group, and the validity of the course has not yet expired.* *Note 3: The course referred to shall be a non-carry dangerous goods course.* *Note 4: Mental Health in aviation recurrent shall be given via safety training.*		

2.5 Other Company Personnel

- *Refer to the Operations Manual Part A Section 1.2 – Nominated Persons*
- *Refer to the Operations Manual Part A Section 1.6 – Other relevant personnel*
- *Refer to the Operations Manual Part A Section 5.6.2 – Other relevant personnel*

2.5.1 General

This section shall describe the training and/or checking requirements for other Company Personnel (personnel that is not covered in section 2.1 through section 2.4 of this manual) as being described in the Operations Manual Part A. For some categories of personnel, besides the requirements as described in this section, more specific training and/or checking requirements may be found in other relevant Company manuals.

2.5.2 Company Management Personnel

- *Refer to the Operations Manual Part A Section 5.6.2.1 – Company Management Personnel*

2.5.2.1 General

Company Management Personnel shall have successfully completed the training and checking as described below and other relevant parts of the Company Manual (e.g. section 5.1 of the Operations Manual Part A for Nominated Persons) within a period of 6 months starting the date of their first actual employment.

NOTE

Some training and checking may be required to be completed before actual employment in order for the Competent Authority to be able to approve or accept the individual in their applicable function.

2.5.2.2 Operator conversion training and checking

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: Company Management Personnel operator conversion training and checking program

Company Management Personnel operator conversion training and checking program(1)		
Description	Manual reference	Remarks
Company familiarisation training	**Section 2.6.29**	*(note 2)*
Dangerous Goods Training and Checking	Section **2.6.9**	
Company manuals and procedures training and checking	**Section 2.6.10**	*(note 3)*
Compliance monitoring training	**Section 2.6.18**	
Safety training	**Section 2.6.34**	
Note 1: Company Management Personnel 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: Not applicable / required if not new to the Company (i.e. previously part of a different category of Company personnel.* *Note 3: Company manuals and procedures training and checking will be given by a Nominated Person with the relevant experience and will focus on the relevant parts of the Operations Manual.*		

Comprehensive knowledge of the need for, and content of, the relevant parts of the AOC holder's Operations Manual shall be required. This shall be obtained by following the AIR OPS regulations course and a relevant Nominated Persons course (eg. Air operations management team workshop,…).

2.5.2.3 Recurrent training and checking

Company Management Personnel shall undergo recurrent training and checking as detailed below:

Table: Company Management Personnel recurrent training and checking program

Company Management Personnel recurrent training and checking program(1)		
Description	Manual reference	Validity
Safety training	**Section 2.6.34**	36 months
Dangerous Goods Training and Checking	Section **2.6.9**	24 months
Note 1: Company Management Personnel 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.		

2.5.3 CAMO Personnel

► *Refer to the Continuing Airworthiness Management Exposition (CAME)*

2.5.4 Customer Service Personnel

►*Refer to the Operations Manual Part A Section 5.6.2.3 – Customer Service Personnel*

2.5.4.1 General

Customer Service Personnel shall have successfully completed the training and checking as described below within a period of 6 months starting the date of their first actual employment.

2.5.4.2 Operator conversion training and checking

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: Customer Service Personnel operator conversion training and checking program

Customer Service Personnel operator conversion training and checking program(1)		
Description	Manual reference	Remarks
Company familiarisation training	**Section 2.6. 29**	*(note 5)*
Human factors training	**Section 2.6.30**	*(note 2+3)*
Dangerous goods (DG) training and checking	**Section 2.6.9**	*(note 2+4)*
Company manuals and procedures training and checking	**Section 2.6.10**	
Compliance monitoring training	**Section 2.6.18**	
Safety training	**Section 2.6.34**	
Note 1: Customer Service Personnel 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: 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 3: 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 4: The course referred to, shall be a non-carry dangerous goods course.* *Note 5: Not applicable / required if not new to the Company (i.e. previously part of a different category of Company personnel).*		

2.5.4.3 Recurrent training and checking

Customer Service Personnel shall undergo recurrent training and checking as detailed below:

Table: Customer Service Personnel recurrent training and checking program

Customer Service Personnel recurrent training and checking program[1]		
Description	Manual reference	Validity
Human factors training	**Section 2.6.30**	36 months[2]
Dangerous goods (DG) training and checking	**Section 2.6.9**	24 months[3]
Safety training	**Section 2.6.34**	36 months
Note 1: Customer Service Personnel 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: The course referred to, shall be a non-carry dangerous goods course.*		

2.5.5 EFB Administrator

SPA.EFB.100 (b) (3) AMC1

► *Refer to the Operations Manual Part A Section 1.3.2.4 – EFB Administrator*

2.5.5.1 General

Each person involved in EFB administration shall receive appropriate training for their role and shall have a good knowledge of the proposed system hardware, operating system and relevant software applications, and also of the appropriate regulatory requirements related to the use of EFBs. The content of this training shall be determined with the aid of the EFB system supplier or application supplier.

The Company shall ensure that the persons involved in EFB administration keep their knowledge about the EFB system and its security up to date.

The EFB administrator shall have successfully completed the training as described below within a period of 6 months starting the date of their first assigned task as EFB administrator.

2.5.5.2 Initial training

ORO.FC.220 AMC1 (d) (1)

The following list contains the training details required for the EFB administrator training program:

- EFB regulatory requirements
- system hardware and operating system
- Installed EFB applications and providing support
- checking for security issues with the installed applications
- Hardware and software configuration management
- ensuring only valid versions of the application software and current data packages are installed
- ensuring integrity of data packages used by applications installed

The training shall be a combination of training given by the applicable suppliers and self-study (CBT, media, video, magazine, etc).

2.5.5.3 Recurrent training

ORO.FC.230 AMC1 (a) (2) (iii)

No recurrent training shall be required however the EFB administrator shall ensure he remains up to date on the EFB system and its security.

2.5.6 External line checker

This chapter refers to external pilots who are nominated by ASL as suitably qualified commanders and who will temporarily join the Company to conduct line checks.

2.5.6.1 General

In some cases, operational circumstances may require the Company to nominate a flight crew member outside the Company as suitably qualified commander to conduct line checks in accordance with the requirements of **1.2.5.3.2 - Requirements** . This commander shall be referred to as External Line Checker. An External Line Checker shall be nominated by the Training Manager and shall be accepted by the Performance Review Board.

2.5.6.2 Specific Conversion Course

The operator conversion training for an External Line Checker 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 External Line Checker shall be made familiar with:

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

2.5.6.3 Limitations

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

1. The External Line Checker shall not exercise duties at the controls of the aircraft.
2. The External Line Checker shall only conduct recurrent line checks of pilots whose previous line check has not expired, in accordance with Section **2.1.5 - Recurrent training and checking program** of this manual.

2.5.6.4 Administration

The Company shall inform the competent authority about the persons nominated. The specific operator conversion course for External Line Checkers shall be properly documented.

A Company authorisation shall be issued clearly depicting all authorisations and expiry dates. The validity of the specific conversion course shall be limited to 6 months.

2.6 Details of training and checking programs

ORO.FC.145 (g) AMC1

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 37 – EFB training and checking syllabus*

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

Note: The EFB training and checking syllabus is only applicable for 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. Initial EFB training and checking shall be contained during Basic introduction training. This training and checking 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 by 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 training may be combined with other related courses (i.e. Compliance monitoring and safety training) when convenient. 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.

2.6.3 Ground training and checking

ORO.FC.230 (f), ORO.FC.230 AMC1 (a) (1), ORO.FC.330 AMC1

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.

2.6.3.3 Recurrent training

► *Refer to the Operations Manual Part D Annex 45 – Ground recurrent training and checking overview*

Ground training and checking, including all of the following:

A. Aircraft systems;
B. 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;
C. Abnormal and emergency procedures, which include pilot incapacitation as applicable;
D. A review of relevant samples of accident/incident and occurrences to increase awereness of the occurrences that may be relevant for the intended operation;

2.6.3.4 Recurrent checking

ORO.FC.130 (b)

Trainees shall complete a multiple-choice questionnaire 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 (class). The minimum duration for the course is 4 hours and depends on the experience and size of the group of trainees. The training may be combined with other related courses (i.e. Emergency and safety equipment training and checking) when convenient.

For NCC and SPO Flight Crew Members the training shall be conducted by a suitably qualified Ground Instructor (GI) who is or was qualified on the applicable type (class), and/or by using computer based training (CBT) and/or by self-study.

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, which should match the validity of the applicable type (class) rating.

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

ORO.FC.220 AMC1 (f), ORO.FC.220 AMC1 (g), ORO.FC.230 (d), ORO.FC.230 AMC1 (a) (2), ORO.FC.230 AMC1 (b) (2)

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. A part of this training shall also be applicable to Passenger Handling Personnel and Ground Handling Personnel.

2.6.4.2 Initial training

ORO.FC.120 AMC1

2.6.4.2.1 General

ORO.FC.220 AMC1 (c) (2)

The following items shall be addressed:

1. Instruction on first-aid in general (initial conversion course only),
2. 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),
3. Aero-medical topics including hypoxia, hyperventilation, contamination of the skin and eyes by aviation fuel or hydraulic or other fluids, hygiene and food poisoning, malaria and incapacitation of Flight Crew Members,
4. The effect of smoke in an enclosed area and actual use of all relevant equipment in a simulated smoke filled environment,
5. 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,
6. The operational procedures of security, rescue and emergency services,
7. Survival information appropriate to their areas of operation (e.g. polar, desert, jungle or sea) and training in the use of any survival equipment required to be carried,
8. 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 audio-visual presentation 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, although previous certified training with another Operator or the use of similar equipment will be accepted in lieu of further wet-drill training,
9. Instruction on the location of emergency and safety equipment, correct use of all appropriate drills and procedures that could be required of flight crew in different emergency situations.
10. Passenger handling

    Other than general training on dealing with people, emphasis shall be placed on the following:

    a) advice on the recognition and management of passengers who appear or are intoxicated with alcohol, under the influence of drugs or aggressive;

    b) methods used to motivate passengers and the crowd control necessary to expedite an aircraft evacuation; and

    c) 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.

11. Discipline and responsibilities
    Emphasis shall be placed on discipline and an individual's responsibilities in relation to:
        a) his or her ongoing competence and fitness to operate as a crew member with special regard to flight and duty time limitation (FTL) requirements; and
        b) security procedures.
12. Passenger briefing/safety demonstrations Training shall be given in the preparation of passengers for normal and emergency situations.

The above mentioned subject requirements shall be covered 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.

For NCC pilots only the training on location and use of general emergency and safety equipment carried on board is required. As this is all covered in the general emergency and safety equipment training and checking course, there will be no requirement to follow the first aid, wet drill, fire-fighting and evacuation training.

For SPO pilots, there will be no requirement to follow the wet drill and fire-fighting training.

2.6.4.2.2 First aid training

ORO.FC.220 AMC1 (c) (2)

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 effects of smoke in an enclosed area and actual use of all relevant equipment in a simulated smoke-filled environment.

2.6.4.2.5 Evacuation training and checking

ORO.FC.220 AMC1 (c) (3) (iii), ORO.FC.230 AMC1 (a) (2) (iii) (A), ORO.FC.230 AMC1 (a) (2) (iii) (F)

Evacuation training and checking shall be conducted in an aircraft or a suitable alternative training device.

The following items shall be addressed:

1. Actual operation of all types of exits,
2. Demonstration in the use of a life raft where fitted.
3. Passenger briefing and safety demonstration. Training shall be given in the preparation of passengers for normal and emergency situations and is required for Flight Crew Members as the Company operates without carrying Cabin Crew Members (CCM).

2.6.4.2.6 General emergency and safety equipment training and checking

ORO.FC.230 AMC1 (a) (2) (ii)

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 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) (EASA Safety Information Bulletin (SIB) N° 2009-22R1),
6. Instruction on the location and use of all types of exits,
7. Security procedures,
8. operational procedures of rescue and emergency services,
9. Procedures for refuelling with persons embarking, on board, and disembarking,
10. Dangerous goods practical assessement.

2.6.4.3 Initial checking

Trainees shall complete a multiple-choice questionnaire in each part of the emergency and safety equipment training, except for wet drill training, showing proof they are proficient in the topics covered during the training.

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 in each part of the emergency and safety equipment training, except for wet drill training, showing proof they are proficient in the topics covered during the training.

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 unless the Trainee is to operate a different type (class) of aircraft equipped with different type(s) of water survival equipment (e.g. single versus double chambered life jackets, life rafts installed, etc).

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

2.6.5 Aircraft or synthetic flight training and checking

ORO.FC.230 (f), ORO.FC.230 AMC1 (a) (4)

- ► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*
- ► *Refer to the Operations Manual Part D Annex 46 – FSTD Recurrent Training and Checking Overview.*

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.

The license proficiency check (LPC) for multi-pilot certified aircraft shall be performed in a flight simulation training device (FSTD). The license proficiency check (LPC) for single-pilot certified aircraft may be performed in the aircraft or a flight simulation training device (FSTD).

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

NOTE

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

2.6.5.2 Initial training

ORO.FC.220 AMC1 (d) (4)

A Flight Crew Member shall complete a type (class) rating course at an approved training organisation (ATO). This type (class) 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 associated with the aircraft and shall be carried out by suitably qualified Training and/or Checking Personnel. For specific operations such as steep approaches, or QFE operations, additional training may have to be carried out for CAT pilots.

After successfully completing the type (class) 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.

Pilots may only fly in accordance with performance-based navigation (PBN) procedures after they have been granted PBN privileges as an endorsement to their instrument rating (IR). PBN privileges shall be required for every IR. To establish or maintain PBN privileges in accordance with Annex I (Part FCL) cover regulation Article 4a. of commision regulation (EU) No 1178/2011, during the licence proficiency check or skilltest, one approach shall be an RNP APCH. Where an RNP APCH is not practicable, it shall be performed in an appropriately equipped FSTD.

2.6.5.3 Initial checking

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

2.6.5.4 Recurrent training

ORO.FC.220 AMC1 (d) (2), ORO.FC.330 (a)

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. A Flight Crew Member's training record shall hence contain a detailed list of all performed manoeuvres, procedures and major system failures.

In the case of specialised operations, the recurrent training shall cover the relevant aspects associated with the specialised tasks.

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.

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. Flight Safety 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*

NOTE

EASA Safety Information Bulletin (SIB) N° 2013-20

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

NOTE

EASA Safety Information Bulletin (SIB) N° 2014-09

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

ORO.GEN.110 (f) AMC1, ORO.GEN.110 (f) AMC1 (c)

► *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).

2.6.5.6.5 Single-pilot operations on single-pilot high performance complex aircraft

Appendix 9 B (6) (h)

When a skill test or proficiency check is performed in multi-pilot operations on a single-pilot high performance complex aircraft, the type rating shall be restricted to multi-pilot operations. If privileges of single-pilot operations are also sought, the manoeuvres and/or procedures listed below shall have to be completed in addition as single-pilot:

1. Take-off with simulated engine failure (i.e. manoeuvre / procedure 2.5),
2. Precision approaches down to a decision height (DH) not less than 60 m (200 ft) manually, with one engine simulated inoperative; engine failure has to be simulated during final approach before passing the outer marker (OM) until touchdown or through the complete missed approach procedure (i.e. manoeuvre / procedure 3.9.3.4),
3. Manual go-around with the critical engine simulated inoperative after an instrument approach on reaching DH, MDH or MAPt (i.e. manoeuvre / procedure 4.3),
4. Landing with critical engine simulated inoperative (i.e. manoeuvre / procedure 5.5),
5. At least one manoeuvre and/or procedure from the normal and abnormal operations of the following systems (i.e. manoeuvre / procedure 3.4):
    a. Engine,
    b. Pressurisation and air-conditioning,
    c. Pitot / static system,
    d. Fuel system,
    e. Electrical system,
    f. Hydraulic system,
    g. Flight control and trim system,
    h. Anti-icing / de-icing system or glareshield heating,
    i. Auto-pilot or flight director,
    j. Stall warning device or stall avoidance device and stability augmentation device,
    k. Ground proximity warning system, weather radar, radio altimeter or transponder,
    l. Radio's, navigation equipment, instruments or flight management system,
    m. Landing gear and brake,
    n. Slat and flap system,
    o. Auxiliary power unit.

2.6.5.7 Administration

ORO.FC.146 (b) AMC1 (a)

Training and checking shall be provided by the following personnel:

1. Flight training by a Flight Instructor (FI), Type Rating Instructor (TRI) or Class Rating Instructor (CRI) or, in the case of the FSTD content, a Synthetic Flight Instructor (SFI) meeting the requirements as set out in this manual,
2. Flight checking by a Type Rating Examiner (TRE), Class Rating Examiner (CRE) or, if the check is conducted in a FSTD, a TRE, CRE or a Synthetic Flight Examiner (SFE) meeting the requirements as set out in this manual.
3. Notwithstanding point 2, the aircraft/FSTD training and the operator proficiency check may be conducted by a suitably qualified commander holding a FI/TRI/SFI certificate and nominated by the Company for performance class B aeroplanes, that are not single-engined propeller-driven airplanes starting and ending at the same aerodrome.

For commercial air transport, the FI, TRI, CRI or SFI shall satisfy the Company's experience and knowledge requirements sufficiently to instruct on aircraft systems and operational procedures and requirements.

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 (class) 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.

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

2.6.6 Operator proficiency check

ORO.FC.220 AMC1 (e), ORO.FC.330 AMC1

- *Refer to the Operations Manual Part D Annex 3 – Operator proficiency check (OPC) form*
- *Refer to the Operations Manual Part A section 1.5.3 – Task Specialist*
- *Refer to the Operations Manual Part B BE20 section 1.17.5 – Relay Equipment*

2.6.6.1 General

ORO.FC.230 AMC1 (b) (1) (i)

For CAT and SPO, 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 training

ORO.FC.230 (b) (1), ORO.FC.230 (b) (2), ORO.FC.230 AMC1 (b) (1) (i), ORO.FC.230 AMC1 (b) (1) (iii), ORO.FC.330 (a), ORO.FC.…

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

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.

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 shall include at least the following manoeuvres as Pilot Flying:

1. Rejected take-off when a 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.

The 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.

For SPO operations the OPC covers the relevant aspects associated with the specialized tasks described in the operations manual Part A and Part B BE20 and shall be done before unsupervised line operations.

If the SPO OPC is combined with a licence proficiency check, the check shall cover both the normal, abnormal and emergency procedures relevant to the BE20 and the relevant aspects associated with the specialised tasks described in operations manual Part A and Part B BE20.

If the SPO OPC is not combined with a licence proficiency check, the OPC may not include the normal,

abnormal and emergency procedures relevant to the BE20 that are already covered within the licence proficiency check. The operator proficiency check then covers the relevant aspects associated with the specialised task described in operations manual Part A and Part B BE20.

The flight crew shall be assessed on their CRM skills. CRM assessment shall not be used as a reason for a failure of the operator proficiency check unless the observed behaviour could lead to an unacceptable reduction in safety margin.

2.6.6.3 Administration

ORO.FC.146 (b) AMC1, ORO.FC.146 (e) AMC1 (1/3), ORO.FC.146 (e) AMC1 (2/3), ORO.FC.146 (e) AMC1 (3/3), ORO.FC.146 (f), …

An operator proficiency check (OPC) shall be conducted by a Type Rating Examiner (TRE), Class Rating Examiner (CRE) or, if the check is conducted in a FSTD, a TRE, CRE or a Synthetic Flight Examiner (SFE) meeting the requirements as set out in this manual.

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

For CAT operations of performance class B aeroplanes that are not single-engined propeller-driven airplanes starting and ending at the same aerodrome, the check may be conducted by a suitably qualified commander holding a FI/TRI/SFI certificate and nominated by the Company, trained in CRM concepts and the assessment of CRM skills.

For SPO operations, the aircraft/FSTD training and the demonstration of competence/operator proficiency check may be conducted by a suitably qualified pilot-in-command/commander nominated by the Company.

Training and checking (aircraft/FSTD training and the operator proficiency check) covering the relevant aspects associated with a specialised operation other than HEC and HESLO shall be conducted by a nominated PIC with the following flight experience:

1. at least 750 hours total flight time with at least 50 hours on the type, class or aircraft variant;
2. at least 350 hours flight experience in the applicable specialised operation;
3. Flight training and checking of sensitive type-related manoeuvres in combination with the training and checking of the relevant aspects associated with a specialised task, shall be conducted by a qualified instructor;
4. If the SPO operator proficiency check is combined with a licence proficiency check, the person conducting the check shall meet the requirements for licence proficiency checks.

The Company shall inform the competent authority about the persons nominated.

For CAT pilots the validity of the checking 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 (class) rating.

For SPO pilots the validity of the checking shall be 12 months including the remainder of the month with a NPRP of 3 months.

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.

Minimum duration: 1 hour blocktime for aircraft checking, 2 hours for simulator checking.

2.6.7 Line flying under supervision

ORO.FC.220 AMC1 (f)

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

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.

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.

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 the supervision (LIFUS) of a Line Training Captain. 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).

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+2)
Flight Crew Member joining the Company already qualified(3) on the type (class)(5) coming from other AOC in the same AOC Group(7)	N/A	6 (4)
Flight Crew Member joining the Company as Captain already qualified(3) on the type (class)(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 (class) or inexperienced on the type (class)(5)	25	10 (6)
First Officer upgrading to Captain already qualified on type (class)	N/A	10 (4)
First Officer upgrading to Captain converting to a new type (class)	N/A	20 (10)
Company Flight Crew Member converting to a new type (class) in the same function within the same category of aircraft type (class)(5)(6) coming from other AOC in the same AOC Group(7)	N/A	6 (4)
Company Flight Crew Member converting to a new type (class) in the same function within the same category of aircraft type (class)(5)(6)	N/A	10 (4)
Company Flight Crew Member converting to a new type (class) in the same function to a different category of aircraft type (class)(5)(6)	N/A	10 (4)
Flight Crew Member joining the Company as First Officer and already completed an operator conversion course with another Operator authorised to perform CAT, NCC or SPO operations(5)	N/A	10 (4)
Flight Crew Member joining the Company as First Officer and undertaking first operator conversion course	100	40 (10)

Note 1: A sector shall include 1 take-off, 1 departure, 1 arrival, 1 approach and landing not less than 15 minutes of block time.

Note 2: The total hours and/or sectors shall be used as a guideline. The Training Manager may increase sectors and/or hours up to proficiency. Sectors between brackets are guidance for NCC and SPO operations and may be increased/decreased by the Training Manager.

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: By exemption, less restricting Operator requirements, subject to any other conditions that the Competent Authority may impose, may be acceptable to the Performance Review Board when the Company introduces a new aeroplane type or class and this only after acceptance by the Competent Authority.

Note 6: Different category considers turboprop to turbojet or SPA(CS23) to MPA(CS25) or vice versa.

Note 7: AOC group consists of ASL NV AOC B-3013, JNL BV NL-AOC-38 and ASL BV NL-AOC-82.

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 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 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

ORO.FC.115, ORO.FC.115 AMC1, ORO.FC.220 (a)

2.6.8.2.1 General

ORO.FC.230 (e)

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.

Whenever practicable, parts of the CRM training shall be conducted in FSTD's 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 Instructor and/or Examiner 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.

The courses as mentioned, shall be described below.

2.6.8.2.2 CRM initial training

ORO.FC.115 AMC1 (b)

The flight crew member 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

ORO.FC.115 AMC1 (c)

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 the Company, 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 recurrent training

ORO.FC.115 AMC1 (d), ORO.FC.230 AMC1 (a) (3)

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 program 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

ORO.FC.115 AMC1 (e)

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

ORO.FC.115 AMC1 (h)

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 Company shall establish the CRM training program for CRM assessment based on the NOTECHS (non-technical skills evaluation) as an acceptable mean of compliance. 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 behaviors shall be assessed,
2. The assessment shall positively reflect any CRM skills that result in enhanced safety,
3. Assessment shall include behavior 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 Implementation of CRM training elements

ORO.FC.115 AMC1 (f), ORO.FC.115 AMC1 (g), ORO.FC.115 AMC2 (b) (2), ORO.FC.230 AMC1 (a) (3)

The CRM training elements to be covered are specified in the table below; however, the listed aspects are not exhaustive.

The Company ensures that all required aspects are addressed through a structured annual process. Prior to the end of each year, the Training Manager (TM), in collaboration with the Safety Manager, formally reviews internal occurrences and industry developments to identify areas requiring emphasis in CRM training. Based on this review, the TM issues formal guidance to CRM trainers outlining the priority topics to be incorporated into the training programmes.

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:
        i. the application of the operations policy concerning the use of automation as stated in the operations manual; and
        ii. 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

    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:

        i. understand that mental flexibility is necessary to recognise critical changes;
        ii. reflect on their judgement and adjust it to the unique situation;
        iii. avoid fixed prejudices and over-reliance on standard solutions; and
        iv. remain open to changing assumptions and perceptions.

    b. Performance adaptation

        Flight crew shall be trained to:

        i. mitigate frozen behaviours, overreactions and inappropriate hesitation; and
        ii. adjust actions to current conditions.

4. Surprise and startle effect

    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

    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. Company's safety culture and company culture

CRM training shall cover the Company's safety culture, its company culture, the type of operations and the associated procedures of the Company. 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:
      i. 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
      ii. 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.

Note: Case studies should preferably be based on in-house accidents or incidents from recent years and shall be selected in collaboration with the Safety Manager. Where no relevant case studies for the applicable period are available, external case studies appropriate to the scale and scope of the Company's activities may be used. Where relevant aircraft type-specific or operator-specific case studies are not available, the company shall use other case studies appropriate 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: 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 the Company	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
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(1), information acquisition and processing.	In-depth	Not required	Required	Required	In-depth

Implementation of CRM elements					
CRM training elements	Initial operator's CRM training	Operator conversion course when changing aircraft type	Operator conversion course when joining the Company	Annual recurrent training	Command course
(a)	(b)	(c)	(d)	(e)	(f)
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(1); Effective communication and coordination inside and outside the flight crew compartment; Leadership, cooperation, synergy, delegation, decision-making(1), actions; Resilience development(1); Surprise and startle effect(1); 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(1).	In-depth	Required	In-depth	Required	In-depth
Case studies	In-depth	In-depth	In-depth	In-depth	In-depth

'Required' means training that shall be instructional or interactive in style to meet the objectives specified in the CRM training program 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.

Note 1: When the CRM training is intended for Flight Crew Member for single-pilot operations only, extra emphasis is put on differences with multi-pilot operations.

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: CRM recurrent training program

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; Case based studies.
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 Company and the organisation*	The Company'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; CRM training shall address hazards and risks identified by the Company's management system.

2.6.8.3 Administration

ORO.FC.215 AMC1

2.6.8.3.1 Multi pilot operations

ORO.FC.115 AMC1 (a)

The theoretical training shall be conducted by a qualified CRM Trainer. Computer-Based Training (CBT) is used within ASL NV for the initial CRM training.

The minimum duration for any recurrent CRM training shall be 6 training hours over a period of 3 years.

Initial CRM training shall be 18 hours, including a minimum of 12 hours of classroom training Initial operator's CRM Training

- 4,5 hours CBT
- 2 hours of LOFT training in FSTD
- 1 day classroom training before start of line training (6,5 hours classroom)
- before end of unsupervised line training: 1 day of classroom training (5,5 hours classroom). This second CRM training session can be combined with annual recurrent CRM training allowing more interactions with pilots.

The standard Company attendance sheet shall be used to document the attendance of the different Trainees.

The validity of the training shall be 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.

There shall be no difference between revalidating and renewing this training.

2.6.8.3.2 Single pilot operations only

ORO.FC.115 AMC2

The theoretical training shall be conducted by a qualified CRM Trainer. Computer based training (CBT) shall not be conducted as a stand-alone training method but may be conducted as a complementary training method. Classroom training may take place remotely, using a videoconferencing tool. The tool shall permit real-time interaction between the trainees and the trainer, including speech and elements of body language. It shall also be capable of transmitting any document to the trainee that the trainer wishes to present. The CRM trainer shall establish the list of trainees in advance. Their numbers shall be limited to 6 to ensure a sufficient level of interaction during the training session. The minimum duration for the initial single-pilot operations CRM training is 6 hours.

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).

The validity of the training 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.

2.6.9 Dangerous goods training and checking

ORO.GEN.110 (j), SPA.DG.105 (a), SPA.DG.105 (a) AMC1

- *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*

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 Flight Crew Members, Company Management Personnel, Customer Service Personnel, Passenger Handling Personnel and Ground Handling Personnel.

NOTE

The Company has no authorisation to carry dangerous goods. This section shall hence describe the requirements for all personnel not authorised to carry dangerous goods (i.e. non-DG carry), which shall meet the requirements as set out in IATA DGR 1.5.1.

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
Dangerous Goods Coordinator	D
Company Management Personnel including Nominated Persons and Customer Service Personnel	C
Ground Handling Personnel	A
Passenger Handling Personnel	A
Flight Crew Members	A

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
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	X
Storage and loading procedures				X
Pilot’s notification	X	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 a multiple-choice questionnaire. Passing the course shall require a grading of 80 % or more.

In addition, personnel shall be assessed to ensure training is efficient and effective in developing the level of proficiency and competency required to perform their function competently.

As a no-carry operator, the following tasks are identified within the Company for which assessment of competency shall take place:

- understanding the basics of dangerous goods;
- Processing / accepting passenger and crew baggage;
- Transporting cargo / baggage; and
- Collecting safety data.

The primary method is the conduct of practical assessments because the focus is on integrated performance of competencies. Practical assessments can be formative, whereby instructors provide feedback to trainees on their progress toward the interim or final competency standard.

For flight crewmembers, assessment is programmed during the yearly Emergency and Safety Equipment Training (refer to **2.6.4.2.6 - General emergency and safety equipment training and checking**).

Ground handling and passenger handling personnel shall be assessed in a yearly practical dangerous goods course.

The following table describes the required competencies for the tasks and the desired observable behaviour:

Flight Crew		
Competency	**Description**	**Observable behaviour**
General awareness and safety training (including emergency response procedures)	Demonstrating understanding to the basics of dangerous goods procedures and emergency response procedures	Correctly understand the definition of DG, the scope and the applicability for air transport in the Company
		Ability to demonstrate basic understanding of DG classification, the application fo Labels, Marks, Packaging and Documentation
		Demonstrate understanding to general limitations (including forbidden DG, potentially undeclared DG, and provisions concerning passengers and crew)
		Correcly identify appropriate emergency response in case of dangerous goods accident/incident
Manage DG pre- and during flight	Demonstrate ability to correctly manage dangerous goods before and during flight, and apply appropriate procedures in emergency situations	Correctly detect presence of dangerous goods, which are not permitted in baggage
		Correctly apply procedures in the event of an emergency
		Understand the information to be communicated to ATC / emergency services / OCC of the dangerous goods on board in the event of an emergency
Collect safety data	Demonstrate ability and correct attitude when dangerous goods accidents / incidents / occurrences are identified	Understand the differences between dangerous goods accidents / incidents / occurrences
		Understand the correct emergency responses in case of dangerous goods accidents / incidents
		Apply the correct reporting procedures when dangerous goods accidents / incidents occur, undeclared / misdeclared dangerous goods are discovered and other dangerous goods are identified

Personnel accepting passenger and crew baggage, managing aircraft boarding area and other tasks involving direct passenger contact		
Competency	**Description**	**Observable behaviour**
General awareness and safety training (including emergency response procedures)	Demonstrating understanding to the basics of dangerous goods procedures and emergency response procedures	Correctly understand the definition of DG, the scope and the applicability for air transport in the Company
		Ability to demonstrate basic understanding of DG classification, the application fo Labels, Marks, Packaging and Documentation
		Demonstrate understanding to general limitations (including forbidden DG, potentially undeclared DG, and provisions concerning passengers and crew)
		Correcly identify appropriate emergency response in case of dangerous goods accident/incident
Process baggage	Demonstrate ability in the identification of forbidden dangerous goods and the application of approval requirements in baggage processing	Correctly identify forbidden dangerous goods
		Correctly apply approval requirements
Accept baggage	Demonstrate ability to correctly accept baggage	Correctly apply company requirements
		Correctly verify passenger baggage requirements
		Understand the information to be communicated to pilot-in-command
Collect safety data	Demonstrate ability and correct attitude when dangerous goods accidents / incidents / occurrences are identified	Understand the differences between dangerous goods accidents / incidents / occurrences
		Understand the correct emergency responses in case of dangerous goods accidents / incidents
		Apply the correct reporting procedures when dangerous goods accidents / incidents occur, undeclared / misdeclared dangerous goods are discovered and other dangerous goods are identified

2.6.9.4 Administration

The course shall be conducted by a suitably qualified Dangerous Goods (DG) Instructor (initial 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 2 hours.

Company personnel that completed the 'Carry' course at one of the sister companies in the ASL group, is waived to complete the 'No Carry' course (as per agreement with BCAA).

The course shall be valid for 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 and/or checking.

2.6.10 Company manuals and procedures training and checking

► *Refer to the Operations Manual Part D Annex 7 – Company attendance sheet.*

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 all categories of Company personnel.

2.6.10.2 Initial training and checking

The purpose of this training shall be to make Company personnel aware of the existence of, and use of, Company procedures and manuals. Training shall be given using the Operations Manual Part A, Part B and Part C as reference. Other Company manuals may also be used during the training.

Training includes normal, abnormal and emergency 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 procedures may only exist if feedback is given by the Company personnel (i.e. the Trainee) actually using these manuals and procedures.

The Trainee shall actually demonstrate in class the use of the applicable manual(s) to answer line-orientated exercise questions (i.e. oral checking). It shall be emphasised that the oral checking part of one Trainee is to be used as a learning experience for the other Trainees participating. The assessing of the Trainee shall take into account his actual role and responsibility within the Company and shall be completed using the Company manuals and procedures grading form. The assessing of the Trainee may suggest extra training (i.e. extra line training, extra supervision, etc.) if not meeting the expected standards.

2.6.10.3 Recurrent training and checking

The recurrent training is no requirement and will be given upon request of the Flight Ops Manager. Recurrent training shall be organised to review changed procedures, discuss recent occurrences and standardise

Company operating procedures among personnel. 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 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, 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

SPA.LVO.120

► *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

SPA.LVO.120 (b) AMC1, SPA.LVO.120 AMC1 (b), SPA.LVO.120 AMC1 (c), SPA.LVO.120 AMC1 (g)

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.

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

LVTO practical training shall be carried out in an FSTD. This training shall include the use of any special procedures and equipment. LVO practical training shall consist out 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

SPA.LVO.120 (b) AMC4, SPA.LVO.120 AMC1 (g) (3)

Trainees shall complete a multiple-choice questionnaire showing proof they are proficient in the theoretical topics as listed in **2.6.11.2 - Initial training and checking** .

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 shall additionally conduct at least one LVTO in the minimum approved visibility at each required operator proficiency check or periodic demonstration of competence

2.6.11.4 Administration

ORO.FC.146, SPA.LVO.120 (b) AMC4 (a), SPA.LVO.120 AMC1 (g) (2)

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 SPO and NCC: 12 months
- for CAT: theoretical training: 12 months, practical training: 6 months

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 competence training and checking

ORO.FC.105 (b) (2), ORO.FC.105 (b) (2)(c) AMC2

- ► *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 – 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 12 – Aerodrome categorisation procedures*
- ► ***Refer to the Operations Manual Part D Section 2.6.15 – Steep approach training***
- ► *Refer to the Operations Manual Part D Annex 11 – Practical training (aerodrome 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 competence training and checking shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members.

2.6.12.2 Initial and recurrent general area, route and aerodrome competence training

ORO.FC.105 (c)

Besides the specific area, route or aerodrome training required for Flight Crew Members, the Company shall organise a general area, route and aerodrome competence training making Flight Crew Members familiar with:

1. aerodrome 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 competence training

ORO.FC.105 (b) (2)(c) AMC1

The Company shall ensure that, prior to being assigned as Commander, the Flight Crew Member has obtained adequate knowledge of the area and route to be flown and of the aerodromes (including alternates), facilities and procedures to be used.

Area and route competence training shall include the 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 area or route along which the flight is to take place.
6. The most significant underlying risks and threats of an area or a route that could affect the operations.

Depending on the complexity of the area or route, the following methods of familiarisation shall be used:

1. For the less complex areas and routes, familiarisation by self-briefing with area and route documentation or by means of programmed instruction,
2. For the complex areas and routes, in addition to the above paragraph, and depending on the complexity:
    a. Flight familiarisation as an observer or as Pilot Monitoring (PM),
    b. Flight familiarisation with a suitably qualified Line Training Captain (LTC),
    c. Practical training in an approved flight simulation training device (FSTD) using a database appropriate to the area and/or route concerned conducted by a suitably qualified Synthetic Flight Instructor and/or Examiner, or
    d. Practical training in the actual aircraft conducted by a suitably qualified Aircraft Instructor and/or Examiner.

The Flight Operations Manager shall be responsible for assessing the complexity of the areas and routes. If area and route competence training shall be required, the applicable forms as referred to in the beginning of this section shall be completed.

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 competence training. They are however covered in separate sections of this manual.

2.6.12.4 Initial specific aerodrome competence training

ORO.FC.105 (b) (2); (c) AMC1 (c)

► *Refer to the Operations Manual Part A Section 5.2.7.3 – Aerodrome knowledge*

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 Section 5.2.7.3 – Aerodrome knowledge specifies the requirements necessary for each category of aerodrome.

It specifies the parameters, which qualify an aerodrome to be considered and provides a list of aerodromes, categorised as A, B or C. All aerodromes, into which the Company operates, are categorised in one of these three categories.

1. Category A aerodrome

   A category A aerodrome shall be considered as the common usage aerodrome. The qualification and revalidation of the qualification is granted by normal study of the relevant flight documentation available.

2. Category B aerodrome

   In case of a category B aerodrome, the qualification may be granted to the Commander by selfbriefing according a programmed instruction, about the additional considerations applicable to operations to that category B aerodrome.

   The self-study shall be recorded in the personal Flight Crew Member's file using the appropriate form part of the OM Part D or using the certificate issued by the Local aerodrome Authority after completing an online briefing (e.g. LFMD).

3. Category C aerodrome

   In case of a category C aerodrome, the qualification shall be granted to the Commander by the Training Manager according an approved training program (e.g. visiting the aerodrome as an observer and/or undertaking instruction in a suitable FSTD). This training shall be recorded in the personal Flight Crew Member's file using the appropriate forms.

NOTE

Where no observer seat is available, the observing requirement may be replaced by a flight to/from the aerodrome *acting as Pilot Monitoring*

2.6.12.5 Recurrent specific area and route and aerodrome competence training

Depending on the complexity of the area, route or aerodrome, 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 and route and aerodrome competence checking

Trainees shall complete a multiple-choice questionnaire showing proof they are competent in the topics covered during the training.

2.6.12.7 Initial and recurrent specific area, route and aerodrome competence 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 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. 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 (if required), the practical training (aerodrome qualification) form or 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. In case of only self-briefing being required, the Commander (PIC) shall confirm the required 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.

The validity of the aerodrome knowledge shall be maintained by operating at least once on the aerodrome within a 12 calendar months' period.

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.

If unable to maintain the route and/or aerodrome qualification, the familiarisation or practical training shall be repeated to renew the validity period.

NOTE

Some aerodromes have, defined by the aerodrome itself, a qualification period longer than those 12 months (e.g. EGLC being 24 months). In such a case, the aerodrome specific period refers to the specific training required (e.g. EGLC requiring steep approach training) whereas the 12- month aerodrome competence refers to the categorisation of the aerodrome (e.g. to remain current for EGLC operations, training shall remain valid for 24 months if not operated to/from the aerodrome in that period, where operating to/from shall only remain valid for a period of 12 months. More than 12 months not operating to/from the aerodrome shall require operation under supervision to/from the aerodrome where more than 24 months not operating to/from the aerodrome shall require recurrent training as detailed accordingly).

NOTE

Training as specified specifically by the aerodrome shall remain required regardless of the status of the Flight Crew Member (e.g. online briefing to be redone with every update for LFMD operations).

2.6.13 Operations in areas of metric altimetry training

ORO.FC.220 AMC1 (d) (1)

► *Refer to the Operations Manual Part D Annex 12 – Practical training (route qualification) form*

2.6.13.1 General

The operations in areas of metric altimetry training course shall be part of the operator conversion training and checking 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 experiencein 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 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, 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 theoretical training shall remain valid without expiry date.

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 qualification is considered as part of the route and/or airport competence and as such the period of validity of the practical training shall be 12 months in addition to the remainder of the month of qualification or the month of latest operation.

If unable to maintain this route qualification, the practical training shall be repeated to renew the validity period.

2.6.14 Reduced vertical separation minima training and checking

SPA.RVSM.105 (c), SPA.RVSM.105 AMC2

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

► *Refer to the Operations Manual Part D Annex 12 – Practical training (route qualification) form*

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. 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 competence 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 practical training, the sectors flown must be recorded and, where applicable, commented on during line training in the line training syllabus.

If the practical training is conducted outside of line training, the Practical Training (Route Qualification) Form shall be used.

However, if the training is conducted by an Approved Training Organisation (ATO), the organisation may use its own 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

- *Refer to the Operations Manual Part D Annex 11 – Practical training (aerodrome qualification) form*
- *Refer to the Operations Manual Part D Annex 36 – Aerodrome training program – London City (EGLC)*

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.

Training shall be applicable to Commanders operating single-pilot certified aircraft unless indicated otherwise in the airport specific training requirements. Training shall be applicable to both Flight Crew Members when operating multi-pilot certified aircraft.

NOTE

If only the Commander of single-pilot certified aircraft is qualified accordingly, he shall be the Pilot Flying when performing steep approach operations.

2.6.15.2 Initial 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, OSD 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. Two approaches following a steep approach path angle with 2 full stop landings with normal procedures;
2. One approach following a steep approach path angle with a go around.

When changing to the E545/E550 type of aircraft, initial practical training shall always be required. These aircraft require supplementary special training according to the respective OSD:

1. One approach following a steep approach path angle with full stop landing with normal procedures; and
2. One approach following a steep approach path angle with abnormal operations introducing an abuse of speed and 1000ft stabilization criteria, managed by the crew to ceiling at DA followed by a go-around or a full stop landing (ceiling to be simulated in case of training on the aircraft); and
3. One approach following a steep approach path angle with an engine failure below 400ft AGL followed by go-around (simulated when the aircraft is used) or a full stop landing.

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 Recurrent training

Recurrent training shall require the theoretical training as set out above and if required the practical training if so defined by the applicable Airport Authorities or other applicable documents, eg. AFM or OSD, (refer to the airport qualification briefings part of the OM Part C).

2.6.15.4 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 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 theoretical 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/or the actual aircraft.

The qualification is considered as part of the route and/or airport competence and as such the period of validity of the practical training shall be 12 months in addition to the remainder of the month of qualification or the month of latest operation.

For Flight Crew Members flying the EMB550/545 there is an exception to the alinea above. The training requirement in the OSD states that recurrent training shall be done every 6 months.

If unable to maintain this airport qualification, the practical training shall be repeated to renew the validity period.

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 performed at EGLC, LOWI and LFLB

2.6.16 North Atlantic High Level Airspace Minimum navigation performance specification training and checking

SPA.MNPS.105 (c)

► *Refer to the Operations Manual Part D Annex 12 – Practical training (route qualification) form*

2.6.16.1 General

The North Atlantic High Level Airspace Minimum navigation performance specification training and checking (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.

2.6.16.2 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 sector is recommended to be flown under the 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 that:

1. The operating crew is fully qualified to operate the aircraft,
2. The supervising Line Training Captain can 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.

2.6.16.3 Recurrent training

Recurrent training shall only require the theoretical training as set out above.

2.6.16.4 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire. Practical checking shall not be required.

2.6.16.5 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 competence 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 valid for 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 manua**l) operational experience in the applicable area.

NOTE

When the Line Training Captain is occupying the observer's seat and when the operating crew is fully qualified to operate the aircraft, the Line Training Captain should not be qualified on the applicable aircraft.

If unable to maintain this route qualification, at least one sector in NAT HLA MNPS airspace under supervision shall be repeated to renew the validity period.

2.6.17 Pre-flight training

2.6.17.1 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.

2.6.17.2 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.

2.6.17.3 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.

2.6.18 Compliance monitoring training

ORO.GEN.200 (a) (4) AMC1, ORO.GEN.200 (a) (6) AMC1, ORO.GEN.200 (a) (6) AMC1 (e)

► *Refer to the Compliance Monitoring Manual Section 7.2 – Training*

2.6.18.1 General

The compliance monitoring training course shall be part of the operator conversion training and checking program of all Company personnel.

2.6.18.2 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 and the Compliance Monitoring Manual (CMM)) and shall introduce the Company personnel to its general principles.

No checking shall be performed after the training.

2.6.18.3 Recurrent training

Recurrent training is not required but shall be given upon request of the Compliance Monitoring Manager.

2.6.18.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) (may also be conducted by the Compliance Monitoring Manager or Deputy 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 may be combined with other related courses (i.e. basic introduction training) when convenient. 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.

2.6.19 Security training

ORO.AOC.100 (a) AMC1, ORO.GEN.110 (a) AMC1, ORO.GEN.110 (a) AMC2

2.6.19.1 General

The security training course shall be part of the operator conversion program and the recurrent training and checking program of Flight Crew Members, Passenger Handling Personnel and Ground Handling Personnel.

2.6.19.2 Initial training

Without prejudice to Regulation (EC) No 300/2008, the Company shall establish and maintain a security training program for Flight Crew Members, including theoretical and practical elements. The content of the training shall be adapted to the Company specific security procedures and threats and shall ensure that Flight Crew Members act in the most appropriate manner to minimise the consequences of acts of unlawful interference.

In accordance with Regulation (EC) No 300/2008 and the Belgian National Aviation Security Plan (BNASP), the Company shall establish and maintain a security training program for Passenger Handling Personnel and Ground Handling Personnel to acquaint them with preventive measures and techniques in relation to passengers, baggage, cargo, mail, equipment, stores and supplies intended for carriage so that they contribute to the prevention of acts of sabotage or other forms of unlawful interference.

Following Implementation Regulation (EU) 2015/1998 and ICAO Annex 17, initial and recurrent training includes:

1) For Flight 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 passenger handling personnel and ground handling personnel:

a) knowledge of how to protect and prevent unauthorised access to aircraft and 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.';
b) knowledge of procedures for sealing aircraft, if applicable for the person to be trained;
c) knowledge of identification card systems used at the airport;
d) knowledge of procedures for challenging persons and of circumstances in which persons should be challenged or reported; and
e) knowledge of emergency response procedures.
f) knowledge of previous acts of unlawful interference with civil aviation, terrorist acts and current threats;
g) knowledge of the legal framework for aviation security;
h) knowledge of the objectives and organisation of aviation security, including the obligations and responsibilities of persons implementing security controls;
i) understanding of the configuration of the screening checkpoint and the screening process;
j) awareness of access control and relevant screening procedures.

Each person will need to demonstrate his understanding of all subjects. This shall be done via (virtual) classroom interaction or written test.

2.6.19.3 Recurrent training

Using a 3-year cycle, the Security recurrent training for flight 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.

Note

The validity period for all personnel other than Flight Crew Members is 60 months.

Security recurrent training program for Flight 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;

Security recurrent training program for Flight Crew Members	
Year	Subject
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
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;

2.6.19.4 Administration

Initial training shall be provided via live classroom training.
Recurrent training for flight 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 flight crew members shall be 12 months, including the remainder of the month. The validity of the Security training for Ground handling personnel and passenger handling personnel is 60 months. The NPRP is 3 months.

2.6.20 CPDLC (Controller Pilot Data Link Communication) training and checking

► *Refer to the ICAO DOC 10037 Global Operational Data Link (GOLD) Manual*

2.6.20.1 General

The CPDLC (Controller Pilot Data Link Communication) training and checking shall be part of the operator conversion program for Flight Crew Members.

2.6.20.2 Initial training

As a minimum, the items listed below shall 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,
3. Implications of flights departing under minimum equipment list (MEL) relief, and
4. Implications of planned and unplanned network outages on data link operations.

2.6.20.3 Initial checking

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

Recurrent training and checking shall not be required..

2.6.20.4 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 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 competence 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.

2.6.21 Flight Crew Member incapacitation training and checking

ORO.FC.230 AMC1 (c)

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

2.6.21.1 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.

2.6.21.2 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.

Initial and recurrent practical training shall include flight crew incapacitation appropriate to LVTO operations. This shall include at least include one of the following:

1. Incapacitation during taxi in minimum approved RVR conditions, or
2. Take-off in minimum approved RVR conditions with incapacitation between V_1 and V_2, or as soon as safety considerations permit, or
3. Take-off in minimum approved RVR conditions with incapacitation before V_1 resulting in a rejected take-off.

2.6.21.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire showing proof they are proficient in the topics covered during the training. No checking shall be required after the practical training.

2.6.21.4 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 training may be combined with other related courses (e.g. aera, route and aerodrome competence 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 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.

2.6.22 Airborne collision avoidance system training and checking

CAT.OP.MPA.295, SPA.LVO.120 AMC1 (c)

- ► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*
- ► *Refer to the ICAO Doc 8168 PANS-OPS, Vol 1 Flight Procedures*
- ► *Refer to the Commission Implementing Regulation (EU) N° 2016/1185 amending 923/2012 GM2 SERA.11014*

2.6.22.1 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.

2.6.22.2 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 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).

The ability of ACAS to fulfil its role of assisting pilots in the avoidance of potential collisions is dependent on the correct and timely response by pilots to ACAS indications. Operational experience has shown that the correct response by pilots is dependent on the effectiveness of the initial and recurrent training in ACAS procedures.

2.6.22.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire 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 15 minutes and depends on the experience and size of the group of trainees. The training may be combined with other related courses (e.g. area, route and aerodrome competence 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 a suitably qualified Aircraft and/or Synthetic Flight Instructor and/or Examiner,
2. The validity of the practical 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 and/or checking.

2.6.23 Volcanic ash operation training and checking

2.6.23.1 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 for Flight Crew Members.

2.6.23.2 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.

2.6.23.3 Initial and recurrent checking

Trainees shall complete a multiple-choice questionnaire showing proof they are proficient in the topics covered during the 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 0,5 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 competence 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.

2.6.24 Standard operating procedures training and checking

► *Refer to the Operations Manual Part D Annex 17 – Standard operating procedures (SOP) grading form*

2.6.24.1 General

The standard operating procedures (SOP) training and checking course shall be a non-mandatory course part of the operator conversion training and checking program and recurrent training and checking program of Flight Crew Members. The Training Manager, Flight Operations Manager and/or the Performance Review Board (PRB) shall decide on the requirement (This non-mandatory 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.) and frequency of the training.

2.6.24.2 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 occurrences and standardise Company standard operating procedures (SOP's) among Flight Crew Members.

2.6.24.3 Initial and recurrent checking

Whilst the course emphasises 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 assessing 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 assessing 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, proposing a Captain as Line Training Captain, etc).

2.6.24.4 Administration

The training and checking shall be conducted by a pilot appointed by the Training Manager preferentially being a Line Training Captain (LTC) or the lead pilot of the fleet.

NOTE

Since this is a non-mandatory course, this pilot does not need to be a qualified instructor listed on Annex 1.

The minimum duration for the course depends on the experience and size of the group of trainees (not including briefing and de-briefing if a flight simulation training device shall be used). The grading shall be done using the standard operating procedures grading form.

There shall be no validity for the training and checking. However a new training and/or checking event may be required (On request of the Training Manager, Flight Operations Manager and/or Performance Review Board (PRB)) after a pre-defined period of time to re-evaluate the Trainee on any progress made.

2.6.25 Minimum Equipment List training

ORO.GEN.110 (e) AMC1

2.6.25.1 General

The Minimum Equipment List (MEL) training shall be part of the operator conversion program for Flight Crew Members.

2.6.25.2 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.

Theoretical 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.

2.6.25.3 Checking

No checking shall be performed after the training. Recurrent training and checking shall also not be applicable.

2.6.25.4 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 hour and depends on the experience and size of the group of trainees. The training may be combined with other related courses (i.e. Company manuals and procedures training and checking) when convenient. 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

2.6.26 Passenger briefing and safety demonstration training

► ***Refer to the Operations Manual Part D Section 2.6.4.2.5 – Evacuation training and checking***

2.6.27 Cold weather operations training and checking

CAT.OP.MPA.255 AMC1

2.6.27.1 General

The cold weather operations training and checking shall be part of the operator conversion program and the recurrent training and checking program for Flight Crew Members and Ground Handling Personnel.

2.6.27.2 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.

2.6.27.3 Initial and recurrent checking

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

2.6.27.4 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 hour 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 September 1st and October 31st. 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.

2.6.28 Line check

ORO.FC.220 (d) (2), ORO.FC.230 AMC1 (b) (3), ORO.FC.230 AMC1 (b) (4)

► *Refer to the Operations Manual Part D Annex 4 – Line check form*

► ***Refer to the Operations Manual Part D Section 2.5.6 – External Line checker***

► *This chapter is not applicable to non-commercial operations with complex motor-powered aircraft (NCC) and specialised operations (SPO)*

2.6.28.1 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 and qualification to operate in either pilot's seat.

In the case of single-pilot operations, the line check shall be performed in the single-pilot role in an environment representative of the operation.

2.6.28.2 Initial and recurrent checking

A line check shall be conducted by a Line Training Captain (LTC) or an External Line Checker.

Each Flight Crew Member shall complete a line check on the aircraft. The route chosen shall be such as to give adequate representation of the scope of a pilot's normal operations.

Flight Crew Members shall be checked as Pilot Flying (PF) on one sector and as Pilot Monitoring (PM) on another sector.

During a line check, the Flight Crew Member(s) 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 this assessment shall be to:

1. Provide feedback to the crew collectively and individually and serve to identify re-training if required,
2. 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. For seating positions refer to **2.6.28.3 - Seating position**

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 elligible for an upgrade (i.e. First Officer ready for upgrade to Captain, proposing 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.

2.6.28.3 Seating position

ORO.FC.230 AMC1 (b) (3) (v), ORO.FC.230 AMC1 (b) (3) (vi) (B)

To conduct a line check and the CRM assessment during the line check, a Line Training Captain shall occupy the aircraft observer's seat where installed.

If an observer's seat is not installed,

1. a forward-facing passenger seat allowing a good view and sound of the cockpit and the crew, shall be used as an observer's seat,
2. if such a seat is not available and cannot be installed, the Line Training Captain shall occupy a pilot seat.

An External Line Checker shall always be seated on the aircraft observer's seat, or if an observer's seat is not installed, on a forward-facing passenger seat allowing a good view and sound of the cockpit and the crew. An external line checker shall not exercise duties at the controls of the aircraft.

2.6.28.4 Administration

A line check shall be conducted using the actual aircraft.

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 a 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 shall be 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.

2.6.29 Company familiarisation training

2.6.29.1 General

The Company familiarisation training course shall be part of the operator conversion program of Customer Service Personnel, Company Management Personnel, Passenger Handling Personnel and Ground Handling Personnel.

2.6.29.2 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.

For Company Management Personnel this familiarization includes also the specific handover of knowledge and procedures relevant to the function given by other Company Management Personnel. Topics are so various that it will not be documented. No checking shall be performed after the training. Recurrent training and checking shall also not be applicable

2.6.29.3 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 Company and remains valid without expiry date.

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 Ground Handling Personnel, Passenger Handling Personnel, Company Management Personnel and Customer Service Personnel.

2.6.30.2 Initial and recurrent training

The human factors training shall be conducted by a suitably qualified Human Factors 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 Company occurrences and third-party case-based studies.

2.6.30.3 Administration

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 Duty and rest training and checking

2.6.31.1 General

The duty and rest training and checking training course shall be part of the operator conversion training and checking program and recurrent training and checking program of Customer Service Personnel.

2.6.31.2 Initial and recurrent training

The 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). 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 duty and rest related occurrences (if any).

2.6.31.3 Initial and recurrent checking

The 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.

2.6.31.4 Administration

The training and checking shall be conducted by a Flight Operations Dispatch Instructor (FODI). The minimum duration for the course is 2 hours and depends on the experience and size of the group of trainees. The training may be combined with other related courses (i.e. Company manuals and procedures training and checking) when convenient. 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 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

An external Instructor and/or Examiner will be provided with a link to all documents required for their upcoming training or checking session. It is the responsibility of the Instructor and/or Examiner to review and familiarize themselves with these documents, including, but not limited to:

1. Safety Management System,
2. Compliance Monitoring System,
3. Standard operating procedures (SOP),
4. Proficiency assessment markers (PAM) system.

2.6.32.2 Administration

The completion of the External Briefing Confirmation form will serve as formal acknowledgment that the Instructor and/or Examiner has received, read and understood the documents and procedures listed above.

2.6.33 Upset prevention and recovery training

ORO.FC.120&130 AMC1

► *Refer to the Operations Manual Part D Annex 10 – Practical training (general) form*

► *Refer to the Operations Manual Part D Annex 41 –Phased UPRT training syllabus*

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 respective components of 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 (refer to point (d) of GM1 to Appendix 9 to Part-FCL (Refer to ED Decision 2011/016/R) for futher guidance on go-around training		•
5	Steep turns		•

Table: Exercises for upset recovery training

Exercises for upset recovery training			
Exercises		Ground training	FFS training
A	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

ORO.FC.120&130 AMC1 (a), ORO.FC.120&130 AMC1 (b), ORO.FC.220&230 AMC2 (b) (2)

The required elements for initial and recurrent practical training to be carried out can be found in the tables published above. For the annual recurrent training program (Guidance to UPRT elements and exercises can be found in ICAO Document 10011 (Manual on UPRT) and Revision 2 and Revision 3 of the Aeroplane Upset Recovery Training Aid), 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 upset prevention training shall be given in a qualified FSTD, while the upset recovery practical training shall be given in a FFS. If it is determined that the FSTD is not suitable, in the case of upset prevention training ASL shall ensure that the required training outcome can be achieved by other means (eg.: in an aircraft with suitably qualified instructors).

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 specified by ASL in terms of the range of attitudes, speed and g-loads that can be used for training, 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 the limitations of the FFS for 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 FFS 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 ASL 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.

Recovery from a stall event should always be in accordance with the stall event recovery procedures of the OEMs (Original Equipment Manufacturers). If an OEM-approved recovery procedure does not exist, the Company shall train the aeroplane-specific stall recovery procedure based on the Company template in Table Company stall recovery template below.

Table: Company stall recovery template

<table>
<tr><th colspan="3">Company stall event recovery template</th></tr>
<tr><td colspan="3">Pilot Flying - Immediately do the following at first indication of a stall (aerodynamic buffeting, reduced roll stability and aileron effectiveness, visual or aural cues and warnings, reduced elevator (pitch) authority, inability to maintain altitude or arrest rate of descent, stick shaker activation (if installed)) – during any flight phases except at lift-off.</td></tr>
<tr><th colspan="2">Pilot Flying (PF)</th><th>Pilot Monitoring (PM)</th></tr>
<tr><td>1</td><td>AUTOPILOT – DISCONNECT
(A large out-of-trim condition could be encountered when the autopilot is disconnected.)</td><td rowspan="8">MONITOR airspeed and attitude throughout the recovery and ANNOUNCE any continued divergence</td></tr>
<tr><td>2</td><td>AUTOTHRUST/AUTOTHROTTLE – OFF</td></tr>
<tr><td>3</td><td>a. NOSE DOWN PITCH CONTROL apply until stall warning is eliminated
b. NOSE DOWN PITCH TRIM (as needed)
(reduce the angle of attack (AOA) whilst accepting the resulting altitude loss.)</td></tr>
<tr><td>4</td><td>BANK – WINGS LEVEL</td></tr>
<tr><td>5</td><td>THRUST – ADJUST (as needed)
(thrust reduction for aeroplanes with underwing mounted engines may be needed)</td></tr>
<tr><td>6</td><td>SPEEDBRAKES/SPOILERS - RETRACT</td></tr>
<tr><td>7</td><td>When airspeed is sufficiently increasing - RECOVER to level flight
(Avoid the secondary stall due premature recovery or excessive g-loading.)</td></tr>
</table>

Nose-high and nose-low recovery training should be in accordance with the strategies recommended by the manufacturer.

2.6.33.4 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). The minimum duration of the theoretical training is 2 hours.

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 12 months for including the remainder of the month with a NPRP of 3 months.

The upset prevention 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 upset recovery practical training shall be conducted in an FFS. ASL 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.

ASL shall, therefore, have a comprehensive training and standardisation programme in place. Standarisation and training 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, based on the applicable FSTD training envelope;
- 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 shall be 12 months including the remainder of the month with a NPRP g of 3 months.

There shall be no difference between revalidating and renewing this training.

2.6.34 Safety training

ORO.GEN.200 (a) (4) AMC1 (a)

- *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*
- *Refer to ICAO Doc 9859 SMS Manual*

2.6.34.1 General

The safety training course shall be part of the operator conversion training and checking program of all Company personnel. The training shall be tailored to the needs of the individual's role within the SMS. Different levels and depths shall exist between Flight Crew Members, Customer service Personnel, Passenger Handling Personnel and Ground Handling Personnel (as direct involved in the operations) and Members of the Safety Action Group (SAG).

2.6.34.2 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.

The initial training programme shall consider, as a minimum, the following:

1. Organizational safety policies and safety objectives;
2. Organizational roles and responsibilities related to safety;
3. Basic SRM (Safety Risk Management) principles;
4. Safety reporting systems;
5. The organization's SMS processes and procedures; and
6. Human factors

No checking shall be performed after the training.

2.6.34.3 Recurrent training

Recurrent training shall focus on changes to the SMS policies, processes and procedures and shall highlight any specific safety issues relevant to the organisation or lessons learnt.

2.6.34.4 Administration

The training shall be conducted by a suitably qualified Ground Instructor (GI) (May also be conducted by the Safety Manager or Safety Officer if not being already a Ground Instructor) and/or by using computer based training (CBT). The minimum duration for the course is 2 hours and depends on the experience and size of the group of trainees. The training may be combined with other related courses (i.e. basic introduction training) when convenient. 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 an NPRP of 3 months.

There shall be no difference between revalidating and renewing this training.

2.6.35 Mental Health in Aviation

CAT.GEN.MPA.170 (b) AMC1 (b)

2.6.35.1 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 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.

2.6.35.2 Initial training

The training shall include:

- The effects of psychoactive substances on individuals and on flight safety;
- Established procedures within the organisation to prevent misuse of psychoactive substances;
- Individual responsibilities with regard to applicable legislation and policies on psychoactive substances; and
- Assistance provided by the support programme.

2.6.35.3 Recurrent training

Training on the prevention of problematic use of substances shall be added to routine safety-related training or information dissemination.

2.6.35.4 Administration

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. The standard Company attendance sheet or a computer-generated certificate shall be used to document the training.

2.6.36 Operational Landing Distance

CAT.OP.MPA.303 AMC1 (2/2)

► *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*

2.6.36.1 General

The Operational Landing Distance training shall be part of the operator conversion training program of flight crew members.

Flight crew members shall be trained on the use of the Runway Condition Report (RCR), on the use of performance data for the assessment of the Landing Distance at Time of Arrival (LDTA) and on reporting braking action using the AIREP format.

2.6.36.2 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. The Company's policy on the usage of:
            A. reduced take-off thrust
            B. 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. 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
    ii. Longitudinal control
        A. V1 correction in correlation with minimum control speed on ground
        B. Aquaplaning
        C. Anti-skid
        D. Autobrake
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. The Company’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. The Company’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

2.6.36.3 Recurrent training

No recurrent training required.

2.6.36.4 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 training may be combined with other related courses (i.e. basic introduction training) when convenient. 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.

SECTION 3 – PROCEDURES FOR TRAINING AND CHECKING

3.1 General

ORO.GEN.110 (e)

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 a 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).

NOTE

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 compentencies are:

- Application of Knowlegde
- 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
- Situational awareness and management of information
- Workload Management

The competencies provide individual and/or team countermeasures to threat and errors to avoid undesired aircraft states. CRM skills are embedded in the competency.

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 Flight Crew CRM Trainers

► *Refer to the Operations Manual Part D Annex 35 – Flight Crew CRM Trainer Assessment Form*

3.3.1 Standards of competence

NOTE

Based upon UKCAA Standards Document 29.

The purpose of this short guide is to establish company standards for Flight Crew CRM Trainers. It gives guidance and information to providers of CRM training on the necessary standards of competence.

It details the requirements Flight Crew CRM Trainers should meet to be considered competent in class room 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 priciples 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 Flight Crew 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 Flight Crew CRM Trainer has demonstrated the required standard. Refer to Annex 35 for the Flight Crew CRM Trainer assessment form. This form is also a useful reference to understand the standards against which he is being assessed

3.3.2.1 Preparation

The Observer should 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 Flight Crew 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 Flight Crew 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 Flight Crew 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 Flight Crew CRM Trainer to ask questions;
- establish how many courses the Flight Crew CRM Trainer has run in the validity period;
- explain that the Observer will maintain an unobtrusive role during the training, leaving the Flight Crew CRM Trainer responsible for course conduct and timing;
- explain and emphasise that the needs of the Flight Crew CRM Trainer will take precedence over any other requirements;

3.3.2.3 Observation, recording and interpretation

The Observer should ensure that the Flight Crew 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 Flight Crew 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 should use the simple nine-point checklist on the assessment form describing the key knowledge, skills and attitudes as an easy way to analyse and assess each performance element

Table: Flight crew CRM trainer assessment checklist

Flight crew 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.	

Flight crew 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 Flight Crew 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 Flight Crew CRM Trainer.

Unsatisfactory:

- State the result, with the reasons and evidence in descending order of priority,
- State the effect on the Flight Crew CRM Trainers training position - “I have to advise you that you will be unable to continue training as a Flight Crew 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 Flight Crew CRM Trainer must leave the debrief knowing what his strengths are,
- The Flight Crew CRM Trainer must leave the debrief knowing what, if anything, needs to change and how to change it.

SECTION 4 – 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.

SECTION A – ANNEX

Refer to the overview of annexes on Skylegs for the latest revisions/editions.

Annex number	Title	Prior approval required
1	List of Training and/or Checking Personnel	No
2	List of subcontractors	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 – Assessment form	No
10	Practical training (general) form	No
11	Practical training (aerodrome qualification) form	No
12	Practical training (route qualification) form	No
13	Training Assessment form	No
14	Internal Training and Checking Authorization (TCA) form	No
15	SPO Operator proficiency check (OPC) form	No
16	Deleted	No
17	Standard operating procedures (SOP) grading form	No
18	NCC Operator proficiency check (OPC) form	No
19	Familiarisation and/or equipment and procedure training program C525	Yes
20	Familiarisation and/or equipment and procedure training program BE20	Yes
21	Simulator Evaluation Form	No
22	Familiarisation and/or equipment and procedure training program C560XLS+	Yes
23	Deleted	
24	Detailed simulator training and checking program CAE – Recurrent syllabus C680 (NCC Only), LR45 and C56X	Yes
25	Scandlearn CBT syllabi	Yes
26	Aerodrome Training Program – Innsbruck (LOWI)	Yes
27	Aerodrome Training Program – Chambéry (LFLB)	Yes
28	Aerodrome Training Program – Sion (LSGS)	Yes

Annex number	Title	Prior approval required
29	Deleted	
30	Familiarisation and/or equipment and procedure training program C510	Yes
31	Deleted	
32	Detailed simulator training and checking program C525 – Recurrent syllabus	Yes
33	Familiarisation and/or equipment and procedure training program E545/E550	Yes
34	Detailed simulator training and checking program FSI – E550, C680, C56X, C510 and B200	Yes
35	Flight Crew CRM Trainer assessment form	No
36	Aerodrome training program – London City (EGLC)	Yes
37	EFB training and checking syllabus	Yes
38	Detailed simulator training and checking program Aviomar C510	Yes
39	Deleted	
40	Familiarisation and/or equipment and procedure training program C680	Yes
41	Phased UPRT training syllabus	Yes
42	Detailed simulator training and checking program B200 Phased Recurrent (NCC and SPO Only)	No
43	Ground Operations Familiarisation Training form	No
44	Familiarisation and/or equipment and procedure training program LR-45	Yes
45	Ground recurrent training and checking overview	Yes
46	FSTD recurrent training and checking overview	Yes
47	Familiarisation and/or equipment and procedure training program C560XLS	Yes
48	Detailed simulator training and checking program Company C56X – Recurrent syllabus	Yes
49	Deleted	
50	Aircraft base training program	Yes
51	BE20 SPO Familiarisation briefing	Yes

This page is intentionally left blank.