



CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA.AOC.MAN.001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

## PART II — TRAINING PROGRAMME MONITORING

### 4.1 BACKGROUND AND OBJECTIVES

**4.1.1** Inspections of the many components of a training programme are an important part of the Cameroon Civil Aviation Authority certification and surveillance programme. For the initial approval, the monitoring programme is to ensure that the programme as approved is being followed and that the results of the proficiency/competency checks indicate that the training is adequate to ensure company personnel are fully qualified for their duties. Subsequent inspections are best planned and executed over a period of time to permit a thorough and on-going evaluation of an operator’s training programme.

**4.1.2** The primary objective of a training programme inspection is to ensure that the operator’s overall training programme continues to provide quality instruction by conducting an evaluation of the training programme curriculums, facilities, instructors, courseware, instructional delivery methods and testing and/or checking procedures that were previously approved by the CCAA.

**4.1.3** Training programme inspections also provide the CCAA with the ability to require changes in an operator’s training programme, to rescind an approved programme (or segments of that programme) and to maintain a current and accurate appraisal of the programme’s status and ability to train competent and capable flight operations personnel.

### 4.2 TRAINING PROGRAMME INSPECTIONS AREAS

**4.2.1** Training programmes vary widely in their complexity depending on the operator’s size, aircraft fleet diversification, number of flight operations personnel, training locations and scope of operation. Training programme inspections involve much more than simply observing and evaluating training in progress. Four primary inspection areas may be identified as areas to be observed and evaluated:

- training manual or curriculums
- courseware
- instructional delivery methods
- testing and checking



CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA AOC MAN.001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

Information concerning these four areas is as follows:

Training curriculums inspection area. Inspectors shall evaluate the operator's approved training curriculums. Inspectors shall ensure that these training curriculums are consistent with regulatory and general guidance for the type of operation being conducted. The inspector shall ensure that the curriculum outlines contain enough descriptive detail to ensure that the main features of each principal subject will be addressed during the course of instruction. Inspectors shall evaluate each of the operator's curriculum outlines to ensure that the subject matter is current and appropriate in depth and scope, and also to gain an adequate understanding of what kinds of subject matter will be observed and evaluated during later phases of the inspection. The following is a list of basic curriculums typical of air operators. These shall be reviewed for all crew member positions and flight operations officers:

- Basic indoctrination aircraft ground training
- Emergency training
- Flight training (flight crew members only)
- Cabin training (for cabin crew members)
- Upgrade training
- Differences training (if applicable)
- Recurrent training
- Special curriculums
- Transition training
- Qualification curriculums

- a) Special curriculums include training which is in addition to the regulatory training requirements, such as crew resource management (CRM) training. Qualification curriculums include training of pilots to conduct CAT II and III approaches, various route qualification courses and instructor training.
- b) Courseware inspection area. Inspectors shall examine an operator's courseware, such as lesson plans, instructor guides, computer software or audiovisual programmes and hand-outs. The courseware shall be examined to ensure that it is consistent with the curriculum outline and be organized to permit effective instructional delivery. The courseware shall also be examined to ensure it is current, effective and germane to the various instructional delivery methods.





**CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY**

MANUAL	REF	DSA AOC MAN.001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

- c) Instructional delivery methods inspection area. Inspectors shall ensure that the operator’s various instructional delivery methods, such as lectures, workshops, slide tape presentations, training devices and FSTDs are sufficient to convey information to a trainee. These methods shall be evaluated to ensure that they are effectively creating a transfer of learning to the trainee, that they are being maintained as originally approved and that they are updated as necessary.
  
- d) Testing and checking inspection area. Observing testing and checking is the primary method by which an inspector can determine if learning has occurred. In this inspection area, the inspector can evaluate the operator’s standards, reflected by pass/fail rates, which determine whether a desired level of knowledge and skill has been acquired by the trainees. The inspector shall examine the operator’s training records to ensure the operator’s regulatory compliance with testing, checking and other training programme requirements. Additionally, instructor programmes shall be examined as the functional quality control element within this area.

**4.3 GENERAL TRAINING PROGRAMME INSPECTION PRACTICES AND PROCEDURES**

**4.3.1** The five primary inspection areas previously outlined shall constitute the core areas of an operator’s training programme that were evaluated by the CCAA before the issuance of final approval. These inspection areas apply to all operators and vary only in their complexity from operator to operator.

**4.3.2** In certain situations, there may be a requirement for the CCAA to initiate a “special emphasis” training programme inspection of one or more specific areas. This type of inspection may be initiated for several reasons such as an incident, an accident, or a series of deficiencies discovered through trend analysis of surveillance data. Special emphasis training programme inspections usually focus on a limited area, such as use of checklists or windshear training and are relatively short in duration.

**4.3.3** Before the inspector can inspect any particular training programme area, the inspector shall introduce him/herself to the instructor conducting the training and to the trainee; the inspector shall present his CCAA credentials. The inspector shall then inform them that a CCAA inspection of training in progress will be conducted. Inspectors shall refrain from active participation in the training being conducted and shall make every effort not to influence the training environment or the instruction in the subject matter. If an inspector has comments



CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

on any of the areas of training being conducted, the inspector shall reserve those comments for the debriefing with the instructor after the training session.

#### 4.4 SPECIFIC TRAINING PROGRAMME INSPECTION PROCEDURES

**4.4.1** Four areas discussed in 4.2 above must be carefully considered before granting approval to a training curriculum. Because these areas are broad in terms of scope and context, their key elements have been organized into ten categories in order to provide a flexible inspection strategy. This approach permits the many components of an operator’s training programme to be broken down into manageable inspection areas, and provides inspection data which lends itself to meaningful interpretation. This means the inspector has more latitude in terms of scheduling specific types of inspections, maximizing inspector resource capabilities and in determining the sequence of the various types of inspections to be conducted.

An inspection of any of the following categories may be conducted as an independent inspection, or categories may be combined when examining a specific training curriculum in detail:

- a) Training curriculum. The inspector shall evaluate each of the operator’s approved training curriculums, primarily for format and content. Ideally, each shall contain the following:
  - Title. Each curriculum shall be appropriately titled with a specific crew member position (or positions, such as PIC/SIC) or function and the relevant category of training.
  - List of effective pages. Each curriculum shall have a list of effective pages and a means to record revisions.
  - Approvals. The title page or the list of effective pages (for finally approved programmes) shall be signed, dated and stamped by an operations inspector.
  - Detail. Each curriculum shall include comprehensive outlines of course material contained therein in sufficient detail to determine adequacy of coverage.
  - Hours. The total number of training hours shall be specified for each curriculum.
  - Objective. Each curriculum shall list a training objective.
  - Currency. The information contained in each curriculum shall be current and may not be contrary to the regulations or safe operating practices. Company bulletins, notices, information letters and other means of conveying new or revised information to crewmembers shall have been, or are in the process of being, incorporated into the appropriate curriculums.





<b>CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY</b>		
MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

- Conformity. Scope and content of each curriculum shall conform to CCAA requirements.
  
- b) Instructor courseware. In this module, the inspector shall evaluate the operator’s instructor guides, lesson plans, and/or training outlines. Ideally, this courseware shall have the following characteristics:
  - Title. Instructor courseware shall be clearly titled for the appropriate curriculum.
  - Detail. It shall contain sufficient information to permit the instructor to conduct detailed instruction for each subject area.
  - Usability/practicality. It shall contain instructional material in a logical order and sequence that is relatively easy to use.
  - Consistency. It shall be consistent with the curriculum outline.
  - References. It shall have references to the applicable operator’s manuals and publications.
  - Assessment (evidence) guide. A guide that provides detailed information (e.g. tolerances) in the form of evidence that an instructor or an examiner can use to determine whether a candidate meets the requirements of the competency standard.
  - Validation. Instructor courseware shall include some means for determining that the students are properly assimilating the instructed material (such as “responder” panels, multiple choice questions, or in class exercises).
  
- c) Student courseware. In this module, the inspector shall evaluate the information in all of the various “self-teaching” training mediums such as video tapes, audiovisual, slide presentations, computer-based training presentations, programmed learning publications and home study materials, as follows:
  - Consistency. The information shall be consistent with the curriculum outline. It shall be current with information in the operator’s manual and other publications.
  - Detail. It shall have sufficient detail to ensure that students can clearly understand the applicable subject area.
  - Validation. The courseware shall include some means of testing student assimilation of information presented.
  
- d) Training facilities/environment. The inspector shall evaluate the operator’s training facilities as follows:
  - The training facilities and the instructional environment shall be conducive to learning by providing adequate seating space for students, storage areas for training materials and facilities for instructors to prepare their lessons.



CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

- The facility shall be free of distractions which adversely affect instructional delivery, such as excessive temperatures, extraneous noise, poor lighting and cramped classrooms and/or work spaces.
- e) Ground instructors. The inspector shall evaluate the quality of instruction provided by ground instructors as follows:
  - Training. Instructors shall be adequately trained in accordance with the operator’s approved programme and be appropriately documented in the operator’s training records.
  - Knowledge. Instructors shall be knowledgeable in the specific area of instruction and in the operator’s training policies and procedures and record completion requirements.
  - Instructional technique and delivery. Instructors shall exhibit satisfactory instructional methods and techniques. They shall be able to present the material in a logical, clear and organized manner.
  - Adherence. Instructors shall follow the applicable lesson plans, guides or other training aids to ensure the material is properly presented as designed.
- f) Flight instructors. In addition to the areas listed in sub-paragraph e) above, flight instructors shall be evaluated in the following specific areas:
  - Proficiency. Flight instructors shall be highly proficient in the operation of aircraft, flight simulators and training devices and in the performance of manoeuvres and procedures which they are teaching.
  - Briefing. Flight instructors shall provide a thorough pre flight briefing (for FSTD or the aircraft) on all manoeuvres and procedures that will be conducted.
  - Debriefing. Flight instructors shall provide a thorough post-flight debriefing to review each individual student’s performance during a training session.
  - Evaluation. Flight instructors shall properly evaluate trainee progress and provide or recommend additional training when necessary.

During evaluations of flight training, the instructor shall adhere to the events listed for the specific flight training curriculum. Instructors may deviate when necessary, however, to accommodate events from previous or subsequent flight training sessions. Every effort shall be expended to alleviate artificiality from the training session and the instructor shall be accorded a certain measure of flexibility to ensure the highest level of realistic training is achieved.





CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY		
MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ID	02 DU 01/04/2015
	REV	00 DU 01/04/2015

- g) Training aids and equipment. The inspector shall evaluate the operator's training aids and equipment such as audiovisual equipment, systems mock-up boards, panel layouts, ground training devices, instructor station equipment, trainee responders (if applicable) and other related items, in terms of equipment. Ideally, the following conditions will prevail:
- Instructions for use. Any equipment designated to be used for "self-teaching" purposes (such as CBT platforms) shall have clear operating instructions readily available for the trainee's use.
  - Condition. All equipment used in the training programme shall operate and function in good working order. (Replacement parts or components such as slide projector lamps, shall be readily available).
  - Fidelity. Systems panels, layouts, boards, or mock-ups (such as aircraft exit mock-ups) shall accurately represent the designated aircraft.
- h) FSTDs and training devices. It is not intended for the inspector to conduct an extensive flight evaluation of the training device or FSTD but rather to evaluate the following: the qualification of the FSTD and its approval for the training to be conducted; the general condition of the equipment; any significant periods of "down-time" (and the reasons for the down-time); and the operator's general ability to maintain the equipment as approved. The inspector shall evaluate the operator's FSTDs, as follows:
- Approval. FSTDs and flight training devices shall have been approved for use as required by CCAA. Inspectors shall review the operator's record of FSTD evaluations and approval information to ensure compliance.
  - Condition. Inoperative or defective equipment shall be properly documented along with the training events that are affected by the inoperative or defective components.
  - Documentation. Published instrument approach charts, SIDs, STARs, en-route charts, flight management system databases and other information (such as aircraft performance manuals and take-off/landing data charts) which are contained within the FSTD shall be current and in generally good condition.
- i) Examiners. The inspector shall evaluate the following elements:
- Staffing. The number of examiners designated by the CCAA and employed by the operator shall be adequate for the level of training and checking activity.
  - Training and qualification. Training records shall reflect that the examiners are qualified/designated in accordance with applicable regulations and the operator's approved training programme.



**CAMEROON CIVIL AVIATION AUTHORITY – DIRECTION OF AVIATION SAFETY**

MANUAL	REF	DSA AOC MAN 001
AIR OPERATOR CERTIFICATION AND SURVEILLANCE MANUAL	ED	02 DU 01/04/2015
	REV	00 DU 01/04/2015

- Standardization. The operator or CCAA shall have an effective standardization programme to ensure that examiners conduct oral and flight examinations in a uniform manner. Assessment (evidence) guide. A guide that provides detailed information (e.g. tolerances) in the form of evidence that an instructor or an examiner can use to determine whether a candidate meets the requirements of the competency standard.

Level of activity. The number of examinations that an examiner conducts each year shall be sufficient to maintain currency and proficiency in performing his duties.

**4.5 INSPECTION REPORTING PROCEDURES**

4.5.1 This chapter has provided a broad overview of the many areas of an operator’s training programme that must be evaluated during the inspector’s annual work programme. The Air Operator Training Inspection Checklist DSA.AOC.CHL.112 which appears at the end of this chapter will be used for all such inspections. It contains the major inspection areas which were discussed in this chapter, broken down into the categories described in paragraph 4.4 of Part II to this chapter. This form is designed to be flexible and appropriate sections shall be completed to indicate the scope or content of an inspection which has been conducted.