

KINGDOM OF BAHRAIN

Ministry of Transportation
and Telecommunications



مَمْلَكَة البَحْرَيْن
وَأَزْرَاقَةُ المَوَاصِلَاتِ وَالِاتِّصَالَاتِ

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**GUIDANCE for Air Traffic Control Approved Training Organization
APPROVAL**



Forward

CAR003 requires organizations providing training for Air Traffic Control Licenses, Ratings and endorsements within the Kingdom of Bahrain to be expressly approved to do so by the BCAA. This document provides guidance on the expectations of the BCAA when considering such approval, and primarily references ICAO Doc 9841 “Manual on the Approval of Training Organizations” and PANS-TRG, Doc 9868 “Procedures for Air Navigation Services — Training”.



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Chapter 1 General Provisions

1 Scope

1.1. This CAP provides information and guidance for:

1.1.1. The approval of an Organization and/or person who are, or want to become, an Approved Training Organization (ATO) for the purpose of providing training to Air Traffic Controllers or Student Air Traffic Controllers for;

1.1.2. ATC Licenses;

1.1.3. ATC Ratings;

1.1.4. ATC Endorsements;

1.1.5. Courses requiring ATC simulation.

1.2. The aim of this document is to provide guidance on the BCAA's expectations that such training is:

1.2.1. aligned with ICAO standards; and

1.2.2. achieves the requirements of CAR003 and other relevant regulations; and

1.2.3. meets BCAA requirements; and

1.2.4. is provided at an acceptable quality.

2 Definitions and Acronyms

2.1 Definitions existing in ICAO Documents form part of this CAP, supplemented by the definitions contained in CAR003. Where there are differences between the definitions in the sources, CAR003 has precedence.

2.1.1 When the following terms are used in this manual, they have the following meanings:

Accountable Manager: The individual who has corporate authority for ensuring that all training commitments can be financed and carried out to the standard required by the civil aviation affairs (BCAA), and any additional requirements defined by the approved training organization (ATO).

Adapted competency model: A group of competencies with their associated description and performance criteria adapted from an ICAO competency framework that an organization uses to develop competency-based training and assessment for a given role.

Alternate means of compliance: A pre-approved manner of achieving regulatory compliance that has been determined to be an acceptable substitute to the regulatory requirements.

Alternative means of compliance: An approved alternative to prescribed approaches, which has been demonstrated to consistently achieve or exceed the desired outcomes as intended through regulation.



Approved training: Training conducted under special curricula and supervision approved by the BCAA.

Approved training organization (ATO): An organization approved by and operating under the supervision of the BCAA in accordance with the requirements of CAR003 to perform approved training.

Authority: The Undersecretary for Civil Aviation (USCA).

BCAA: Bahrain Civil Aviation Affairs.

Baseline CAA: The authority whose approval establishes the baseline for the alternative approval process of a foreign ATO.

Checking: See definition of *testing*.

Competency: A dimension of human performance that is used to reliably predict successful performance on the job. A competency is manifested and observed through behaviours that mobilize the relevant knowledge, skills and attitudes to carry out activities or tasks under specified conditions.

Competency-based training and assessment: Training and assessment that are characterized by a performance orientation, emphasis on standards of performance and their measurement, and the development of training to the specified performance standards.

Note.— This training process is derived from a job and task analysis and is focused on the achievement of well-defined benchmarked standards of performance as opposed to training programmes simply focused upon the acquisition of prescribed levels of experience.

Competency standard: A level of performance that is defined as acceptable when assessing whether or not competency has been achieved.

Compliance: The state of meeting those requirements mandated through regulation.

Conditions: Anything that may qualify a specific environment in which performance will be demonstrated.

Conformity: The state of meeting established criteria, standards, specifications and desired outcomes.

Evaluator: A generic term used in the context of an ATO to describe a person who is qualified, authorized and assigned to carry out specific assessment, checking, testing and/or auditing duties to determine that all required standards of performance have been satisfactorily achieved.

Note 1.— These standards of performance may be obligated as an end-state objective or be required to be met on a continuous basis. In either case, the evaluator is responsible for making a determination of the actual standards attained and any recommendations for immediate remediation.

Note 2.— Evaluator functions may be assigned to suitable ATO instructors for the continuous evaluation of students in a competency-based training programme and for progress checks at the end of a phase of training. Evaluator functions, associated with the role of an examiner for the Licensing Authority, may also be assigned to ATO instructors for the final examination at the completion of the training programme, either through a BCAA designation or under an ATO process approved by the BCAA.

Finding: A finding is a conclusion by the operator's (or by the BCAA's) audit personnel that demonstrates either non-compliance with a regulation or non-conformity with a specific standard.

Foreign ATO: An ATO located outside of the Kingdom of Bahrain.



Hazard: A condition or an object with the potential to cause injuries to personnel, damage to equipment or structures, loss of material, or reduction of ability to perform a prescribed function.

Head of training: The individual responsible for the organization's activities, policies, practices and procedures while ensuring the continued maintenance of the training organization's approval status.

ICAO competency framework: A competency framework, developed by ICAO, with a selected group of competencies for a given aviation discipline. Each competency has an associated description and observable behaviours.

Instructional services manager: The manager responsible for the day-to-day delivery of training services that consistently meet regulatory requirements and organizational objectives.

Note.— The head of training is generally the instructional services manager except when the delivery of training services may spread over several locations or over several specialities, with dedicated instructional services managers.

Instructional systems design (ISD): A formal process for designing training which includes the analyse, design, develop, implement and evaluate (ADDIE) framework.

Observable behaviour (OB): A single role-related behaviour that can be observed and may or may not be measurable.

Performance criteria: Statements used to assess whether the required levels of performance have been achieved for a competency. A performance criterion consists of an observable behaviour, condition(s) and a competency standard.

Policy: A document containing the organization's position or stance regarding a specific issue.

Process: A set of interrelated or interactive activities which transform inputs into outputs.

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

Quality assurance (QA): All the planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given standards and requirements, including the ones specified by the approved training organization in relevant manuals.

Quality audit: A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.

Quality inspection: That part of quality management involving quality control. In other words, inspections accomplished to review a document or observe events/actions, etc., in order to verify whether established operational procedures and requirements are being fulfilled during the accomplishment of the event or action, and whether the required standard is being achieved.

Note.— Student stage checks and skill tests are quality inspections, and they are also quality control functions.

Quality manager: The manager responsible for the quality monitoring function and for requesting remedial action.

Note.— The quality manager is responsible directly to the head of training. In the event the ATO's head of training is not the accountable manager, reporting mechanisms should be instituted to ensure that the accountable manager is aware of all issues impacting the quality of the training services being provided by the affected ATO.



Quality management: A management approach focused on the means to achieve product or service quality objectives through the use of its four key components: quality planning; quality control; quality assurance; and quality improvement.

Note.— This definition is specific to this CAP.

Quality manual: The document containing the relevant information pertaining to the approved training organization's quality system.

Quality of training: The outcome of the training that meets stated or implied needs within the framework of defined standards.

Quality system (QS): The aggregate of all the organization's activities, plans, policies, processes, procedures, resources, incentives and infrastructure working in unison towards a total quality management approach. It requires an organizational construct complete with documented policies, processes, procedures and resources that underpins a commitment by all employees to achieve excellence in product and service delivery through the implementation of best practices in quality management.

Note.— This definition is specific to this CAP.

Safety management system (SMS): A systematic approach to managing safety, including the necessary organizational structures, accountabilities, responsibilities, policies and procedures.

Note 1.— A safety management system, consisting of documented policies, processes and procedures designed to manage risks, integrates operations and technical systems with the management of financial and human resources to ensure aviation safety and the safety of the public.

Note 2.— The requirement to adopt SMS practices is restricted to only those entities whose activities directly impact upon the safe operation of aircraft.

Safety manager: The manager responsible for providing guidance and direction for the planning, implementation and operation of the organization's safety management system.

Note.— The safety manager is directly responsible to the accountable manager. In the event that the ATO's head of training is not the accountable manager, reporting mechanisms should be instituted to ensure that the accountable manager is aware of all issues impacting the safety programme of the affected ATO.

Testing: The comparison of the knowledge about a task or the skill to perform a task against an established set of criteria to determine that the knowledge or skill observed meets or exceeds, or does not meet, those criteria.

Note.— The use of the words testing or checking depends on the BCAA's preference because they are very similar in meaning, and their use may be dependent on the outcome of the event, e.g. a step towards a licence issuance, a recurrent evaluation of competency.

LIST OF ACRONYMS

AAP Alternative approval process
ADDIE Analyse, design, develop, implement and evaluate
AMO Approved maintenance organization
AQP Advanced qualification programme
ASSD Aviation Safety & Security Directorate
ATO Approved training organization
ATQP Alternative training and qualification programme



ASSD Aviation Safety & Security Directorate
BCAA Civil Aviation Affairs of the Kingdom of Bahrain
CAP Civil Aviation Publication
FCLTP Flight Crew Licensing and Training Panel (ICAO)
ISD Instructional systems design
IWG International working group
KSA Knowledge, skill(s) and attitude(s)
LMS Learning management system
MoU Memorandum of understanding
PANS-TRG Procedures for Air Navigation Services — Training
PDCA Plan – do – check – act
QA Quality assurance
QS Quality system
RA Risk assessment
RSOO Regional safety oversight organization
SMM Safety management manual
SMS Safety management system
USCA Undersecretary for Civil Aviation

PUBLICATIONS

(Referred to in this CAP)

Convention on International Civil Aviation (Doc 7300)

Annexes

Annex 1 — Personnel Licensing

Annex 11— Air Traffic Services

Annex 19 — Safety Management

Procedures for Air Navigation Services (PANS)

Training (PANS-TRG, Doc 9868)

Manuals

Human Factors Training Manual (Doc 9683)

Manual of Criteria for the Qualification of Flight Simulation Training Devices (Doc 9625)

Manual of Evidence-based Training (Doc 9995)

Manual of Procedures for Establishment and Management of a State's Personnel Licensing System (Doc 9379)

Manual on the Competencies of Civil Aviation Safety Inspectors (Doc 10070)

Safety Management Manual (SMM) (Doc 9859)

Safety Oversight Manual (Doc 9734) Part B — The Establishment and Management of a Regional Safety Oversight Organization

3 General

3.1 For the purpose of this CAP, an Approved Training Organization (ATO) for ATC may be either:



- 3.1.1. An organization employing one or more suitably qualified individuals; or
- 3.1.2. A suitably qualified individual.

3.2 No person shall conduct training toward an ATC License, Rating or Endorsement except under the approval of, and in accordance with the provisions of, a BCAA approval for the conduct of such training (as per CAR003).

3.3 For the purpose of this CAP, an Approved Training Organization (ATO) for ATC is an entity which has met the BCAA requirements and holds a BCAA approval for the conduct of ATC training.

3.4 For the purpose of this CAP, a Proponent is defined as an ANSP, who proposes an ATC training requirement.

3.5 ATOs are distinguished from non-approved training organizations by the approval process and the ongoing oversight provided by the BCAA.

4 Applications Process

4.1 Each applicant for the grant of a BCAA approval for the Approved Training Organization (ATO) for ATC should complete form ATO 01 (In Appendix 1 to this CAP) and submit it to the USCA.

4.2 All elements of the form should be completed and should include:

4.2.1. A written statement setting out the name, qualifications and relevant experience of the individual who is proposed to be the Head of ATS for the applicant's organization; and

4.2.2. A written statement setting out the qualifications and relevant experience of any other member of the applicant's personnel whose duties would, if the approval were granted to the applicant, include carrying on instruction or evaluation under the approval; and

4.2.3. A copy of the operations manual under which the applicant proposes to conduct ATC training.

4.2.4. An organizational Constitutional Document as described in CAR003.

4.3 If an applicant has previously been granted an ATO approval, and the approval was cancelled, the applicant must include with the application any information to show that the applicant could now properly conduct the training and the reason for cancellation has been rectified.

4.4 The form ATO 01 may be submitted in paper or electronic form.

4.5 Applications should provide evidence of payment of the appropriate fee specified by the BCAA (if any).

4.6 The BCAA will review submitted documents in the initial document review phase. Further documents may be required by the BCAA. Document review may take up to three (3) months.

4.7 After the document review, the BCAA may then conduct an inspection of facilities (including simulators, if applicable).

4.8 The BCAA may interview nominated postholders.



4.9 The Authority may then issue Conditional Certification, subject to inspection and review of the practical conduct of a course (in a first-of-type application).

4.10 All courses are subject to ongoing oversight by the BCAA.

5 Issue and Validity of Approval

5.1 An applicant is entitled to an approval for the conduct of ATC training if:

5.1.1. The applicant and persons holding positions listed in Chapter 2 part 1.1.2-4 are acceptable to the BCAA; and

5.1.2. The organizations Constitutional Document is acceptable to the BCAA; and

5.1.3. The Authority is satisfied that the granting of the approval is not contrary to the interests of aviation safety.

5.2 The BCAA approval for the conduct of ATC training remains in force until it expires, is suspended or revoked.

5.3 The holder of a BCAA approval for the conduct of ATC training that expires, is suspended or is revoked should surrender the certificate of approval to the Authority.

5.4 The validity of the approval is based upon the continued operation in accordance with the Air Navigation Technical Regulations, Civil Aviation Regulations, Civil Aviation Publications, Directives and Information Bulletins published by the BCAA.

5.5 The approval will remain valid subject to periodic surveillance audits conducted at the discretion of the BCAA confirming ongoing maintenance of the accepted standards.

5.6 The BCAA will undertake a complete approval review at least once in every three year period following the issue of an approval.

6 Privileges of Approval

6.1 The BCAA approval for the conduct of ATC training will specify the courses that the approval holder is authorized to provide.

Chapter 2 CERTIFICATION REQUIREMENTS

1. Personnel Requirements

1.1 The applicant for BCAA approval for the conduct of ATC training should engage, employ or contract (depending on the size of the organization):

1.1.1. A person identified as the Accountable Manager, who has the authority within the applicant's organization to ensure that the service listed in its Constitutional Document can be financed and is provided in accordance with the recommendations of this CAP; and

1.1.2. A Head of ATS who is responsible for ensuring that the organization complies with the standards recommendations of this CAP; and



- 1.1.3. A Training manager responsible for ensuring that the organization complies with the training and certification recommendations of this CAP; and
- 1.1.4. A Quality manager responsible for the provision of a quality management system according to the requirements of CAR003; and
- 1.1.5. Sufficient personnel to manage, supervise, conduct the business of and support the ATO.

1.2 Qualifications and experience details for the persons nominated by the applicant for the positions listed in Chapter 2, 1.1 above should be forwarded to the BCAA for acceptance prior to the person being named in that position by the applicant.

1.3 The persons listed in Chapter 2, 1.1.4 above should ultimately be responsible to the Accountable manager.

1.4 The applicant should establish procedures to:

1.4.1. Ensure the competence of those personnel who:

- a) conduct instruction or evaluation; or
- b) provide simulation support services listed in the applicant's Constitutional Document.

1.4.2. Provide ongoing training and assessment for those instructors and simulator support staff in accordance with the recommendations of Chapter 2 part 2 of this CAP; and

1.4.3. Provide technical support for instructors so that the latest information is available; and

1.4.4. Provide personnel listed in Chapter 2 part 1.1. 2-4 with written evidence of the scope of their authorization; and

1.4.5. Ensure that instructional personnel hold current instructional techniques qualifications acceptable to the BCAA obtained or updated within the previous 5 years.

1.5 Smaller organizations may combine roles, subject to the approval of the BCAA. However, the Head of Training and the Quality Manager roles may not be combined.

2 Training of Staff

2.1 Each applicant for the grant of a BCAA approval for the conduct of ATC training should establish a training program for staff that is developed, implemented and evaluated in accordance with a competency based approach.

2.2 Details of such an approach are described in Procedures for Air Navigation Services (PANS) Training (PANS-TRG, Doc 9868).

2.3 An ATO should establish procedures to ensure that the initial training of instructors ensures that the individual is able to demonstrate an acceptable level of competency. This should include subject knowledge, required experience levels and instructional techniques.

2.4 An ATO should establish procedures to ensure the ongoing competency of instructors.

2.5 An ATO should establish procedures to ensure the language proficiency of instructors is maintained and confirmed periodically as required.



3 Facility Requirements

3.1 Each applicant for the grant of a BCAA approval for the conduct of ATC training should establish offices and facilities that are appropriate for the courses and service/s (including simulators) listed in their Constitutional Document.

3.1.1 Each student should have a chair, desk and access to any materials required.

3.1.2 Each student should have electronic access to any documents used.

3.1.3 Students should have access to refreshments and rest rooms.

4 Documentation

4.1 Each applicant for the grant of a BCAA approval for the conduct of ATC training should:

4.1.1. Document the format and standards for the courses offered under the authority of their approval; and

4.1.2. Hold copies, or an acceptable method of accessing electronic documents, of relevant reference materials, standards, practices and procedures (Student and Instructor handbooks), Curricula, Lesson Plans and any other documentation that is necessary for the courses listed in their Constitutional Document.

4.2 The documents available should include, but not be limited to:

4.2.1. ICAO Annexes,

4.2.2. ICAO DOCs (especially DOC 4444),

4.2.3. Bahrain CAR 003

4.2.4. Bahrain ANTR Volume III Part 19

4.2.5 Instructor Handbook (for instructors)

4.2.6 Lesson Plans (for instructors)

4.2.7 Student Handbook

4.3 Each applicant for the grant of a BCAA approval for the conduct of ATC training should establish a procedure to control all the documentation required by Chapter 2, 4.1.2, to ensure that:

4.3.1. The documentation is reviewed and authorized by appropriate personnel before use; and

4.3.2. Current issues of relevant documentation are available to staff and students at all locations where they need access to such documentation for the courses listed in their Constitutional Document; and

4.3.3. All obsolete documentation is promptly removed from all points of issue or use; and

4.3.4. Changes to documentation are reviewed and approved by appropriate personnel; and

4.3.5. The current version of each item of documentation can be identified to preclude the use of out of date editions.

5 Instructor Qualifications.



5.1 Personnel engaged in instructing of ATC courses shall:

5.1.1. Hold or have held an ATC License in a rating for which unit ATC theoretical rating training or academic ATC theoretical and simulator training will be conducted, for a minimum of 5 years; and

5.1.2. Hold or have held an OJT Instructor endorsement for minimum 1 year in a rating for which training will be conducted;

5.1.3. For unit-specific training, hold or have held a Certificate of Competence for a minimum of 2 years at the ATS unit in a rating for which unit ATC theoretical rating training will be conducted;

5.1.4. Possess a high level of written and verbal English communications skills (ICAO ELP level 5 or higher);

5.1.5. Have successfully completed a classroom presentation/ instructional techniques course acceptable to the BCAA, and maintain currency of that qualification (should not exceed 5 years);

5.1.6. Have successfully demonstrated competence in the conduct of classroom instruction acceptable to the ATO Head of ATS Training or Accountable Manager.

5.2 Variations to the acceptable qualifications guidance in 5.1 may be considered on a case-by-case basis, when supported by compelling argument and evidence by the ATO. Such consideration is at the sole discretion of the BCAA.

6. Acceptance of Foreign ATO Approval

6.1 The BCAA may accept the approval of an ATO based upon a foreign ATO approval.

6.2 Acceptance of foreign ATO approval is based upon;

6.2.1 the approval being granted by a Contracting State, and

6.2.2 the Contracting State's approval system being acceptable to the BCAA, or

6.2.3 the Contracting State having an MoU or other agreement with the BCAA (or the government of Bahrain) regarding acceptance of that State's approvals.

6.3 Approval of courses requiring simulation may require demonstration of simulator capability to the BCAA.

7 Operations Manual

7.1 The operations manual required in 4.2.3 should contain:

1. GENERAL

1.1 Preamble relating to the use and applicability of the manual.

1.2 Table of contents.

1.3 Amendment, revision and distribution of the manual:

a) procedures for amendment;

b) record of amendments page;

c) distribution list; and



d) list of effective pages.

1.4 Glossary of definitions and significant terms, including a list of acronyms and/or abbreviations.

1.5 Description of the structure and layout of the manual, including:

- a) the various parts and sections, as well as their contents and use; and
- b) the paragraph numbering system.

1.6 Description of the scope of training authorized under the organization's terms of approval.

1.7 Organization chart of the ATO's management organization and the names of the post holders.

1.8 Qualifications, responsibilities and succession of command of management and key operational personnel, including but not limited to:

- a) accountable manager;
- b) head of training;
- c) instructional services manager;
- d) quality manager;
- e) maintenance manager, if applicable;
- f) safety manager, if applicable;
- g) instructors; and
- h) evaluators, including those with examiner functions, and auditors.

1.9 Policies dealing with:

- a) the training organization's objectives, including ethics and values;
- b) the selection of ATO personnel and the maintenance of their qualifications;
- c) the training programme design and development, including the need for programme validation and review in accordance with Chapter 3, 3.6 and 3.8 of this manual, as well as the outsourcing of training programme development to third-party providers in accordance with Chapter 8 of this manual;
- d) the evaluation, selection and maintenance of training material and devices;
- e) the maintenance of the training facilities and equipment;
- f) the development and maintenance of a quality system governance model (see Appendix B); and
- g) the development and maintenance of a culture focused on safety in the workplace, including, when applicable, implementation of a safety management system governance model (see Chapter 5).

1.10 Description of the facilities and equipment available, including:

- a) general-use facilities, including offices, stores and archives, and library or reference areas);
- b) the number and size of classrooms, including installed equipment; and
- c) the type and number of training devices, including their location if other than at the main training site.

2. STAFF TRAINING

2.1 Identification of persons or positions responsible for the maintenance of the standards and performance criteria of the training, and for ensuring the competency of personnel.

2.2 Details of the procedures to validate the qualifications and determine the competency of instructional personnel as required by paragraph 6.3 of Appendix 2 to Annex 1.



2.3 Details of the initial and recurrent training programmes for all personnel as required by paragraph 6.4 of Appendix 2 to Annex 1, including awareness training with respect to their responsibilities within the ATO's system governance processes.

2.4 Procedures for proficiency checks and upgrade training.

3. CLIENT TRAINING PROGRAMMES

Client training programmes cover each individual training programme conducted by the training organization for its customers and consist of a training plan, a practical training syllabus and a theoretical knowledge syllabus, if applicable, as described in 3.1, 3.2 and 3.3.

3.1 TRAINING PLAN

3.1.1 The aim of the course in the form of a statement of what the student is expected to be able to do as a result of the training, the level of performance and the training constraints to be observed.

3.1.2 Pre-entry requirements, including (as applicable):

- a) minimum age;
- b) education or qualification requirements;
- c) medical requirements; and
- d) linguistic requirements.

3.1.3 Credits for previous knowledge, experience or other qualifications, which should be obtained from the BCAA before the training commences.

3.1.4 Training curricula, including:

- a) theoretical training (knowledge);
- b) practical training (skills);
- c) training in the domain of Human Factors;

Note.— Guidance material to design training programmes on human performance can be found in the Human Factors Training Manual (Doc 9683).

- d) assessment and examinations; and
- e) monitoring of the training process, including assessment and examination activities.

3.1.5 Training policies in terms of:

- a) restrictions regarding the duration of training periods for students and instructors; and
- b) if applicable, minimum rest periods.

3.1.6 Procedures for the conduct of student evaluation, including the:

- a) procedures for conditions to meet before tests;
- b) procedures for remediation training before retest and procedures for re-writing knowledge tests;
- c) test reports and records;
- d) procedures for skill progress checks and skill tests;
- e) procedures for knowledge progress tests and knowledge tests, including procedures for knowledge test preparation, types of questions and assessments, and standards required for a pass; and
- f) procedures for question analysis and review and for issuing replacement exams (applicable to knowledge tests).

3.1.7 Policy and procedures regarding training effectiveness, including:

- a) coordination procedures between training services;



- b) requirements for reporting and documentation;
- c) internal feedback system for detecting training deficiencies;
- d) interim performance or competency standards at various stages of training to ensure standardization;
- e) individual student duties;
- f) procedures to correct unsatisfactory progress;
- g) procedures for changing instructors;
- h) maximum number of instructor changes per student; and
- i) procedures for suspending a student from training.
- j) class size and lesson duration limits

3.2 SYLLABI FOR NON-COMPETENCY-BASED TRAINING PROGRAMMES

3.2.1 Practical training syllabus

3.2.1.1 A statement of how the course will be divided into phases, indicating how the phases will be arranged to ensure completion in the most suitable learning sequence and that exercises will be repeated at the proper frequency.

3.2.1.2 The syllabus hours for each phase and for groups of lessons within each phase and when progress tests are to be conducted.

3.2.1.3 A statement of the interim competency standards required before progressing from one phase of training to the next. It includes minimum experience requirements and satisfactory exercise completion before undertaking the next phase.

3.2.1.4 Requirements for instructional methods, particularly with respect to adherence to syllabi and training specifications.

3.2.1.5 Instruction for the conduct and documentation of all progress checks.

3.2.1.6 Instruction, where applicable, given to all examining staff regarding the conduct of examinations and tests.

3.2.2 Theoretical knowledge syllabus

The syllabus for theoretical knowledge instruction should be structured generally as in 3.2 of this appendix but with a training specification and objective for each subject.

3.3 Syllabus for competency-based training programmes

3.3.1 Modern training programmes should be competency-based.

3.3.2 Competency-based training programmes are based upon a training needs analysis to define the competencies required to perform a job, an activity or a task. Such programmes use an integrated approach in which the training in the underlying knowledge to perform a task is followed by practice of the task so that the trainee acquires the competencies and the underlying knowledge, skills and attitudes related to the task in a more effective way. At the end of the course, trainees must demonstrate that they have acquired the competencies necessary to perform a task and met the performance criteria identified for the job.

3.3.3 As a result, the syllabus is structured as a single document that is organized around milestones and subdivided into modules containing a training objective and the same information as in 3.2.1, but applied to both the theoretical knowledge and practical training delivered by the module.



4. TESTS AND CHECKS CONDUCTED BY THE ATO FOR THE ISSUANCE OF A LICENCE OR A RATING

When the BCAA has authorized an ATO to conduct the testing required for the issuance of a licence or rating in accordance with the training and procedures manual, the manual should include:

- a) the name(s) of the personnel with testing authority and the scope of the authority;
- b) the role and duties of the authorized personnel;
- c) if the school has been given authority to appoint personnel to conduct the testing required for the issuance of a licence or rating, the minimum requirements for appointment as well as the selection and appointment procedure; and
- d) the applicable requirements established by the BCAA, such as:
 - the procedures to be followed in the conduct of checks and tests; and
 - the methods for completion and retention of testing records as required by the BCAA.

5. RECORDS

Procedures regarding:

- a) attendance records;
- b) student training records;
- c) staff training and qualification records;
- d) persons responsible for checking records and student personal logs;
- e) nature and frequency of record checks;
- f) standardization of record entries;
- g) personal log entries; and
- h) security of records and documents.

6. SAFETY MANAGEMENT SYSTEM (IF APPLICABLE)

The requirement to adopt SMS practices is intended to be restricted to only those training entities whose activities directly impact on the safe operation of aircraft. Should that requirement apply to the ATO, the training and procedures manual, as stated in paragraph 1.9 of this section, must address the ATO's SMS by reference to a separate manual or including the SMS practices in the training and procedures manual.

7. QUALITY ASSURANCE (QA)

Provide a brief description of the QA practices, as required by paragraph 4 of Appendix 2 to Annex 1, by reference to a separate quality manual or including the QA practices in the training and procedures manual.

8. APPENDICES

As required:

- a) sample progress test forms;
- b) sample logs, test reports and records; and
- c) a copy of the approved training organization's approval document.

END OF MANUAL.



8 Records

8.1 The ATO shall have a system for securely retaining records relating to student attendance, performance, counseling, and testing or examination results. These records may be forwarded to the proponent at the completion of courses, at the discretion of the Proponent.

8.2 The documentation in 14.1 above becomes the property and hence the responsibility of the Proponent once the ATO has officially signed over the documentation to the Proponent. Thereafter the ATO would only be responsible to store a record of the official handover form signed by both parties.

8.3 All records related to an ATO should be retained for a period of 3 years beyond the completion of any course if they are not transferred to the Proponent.

9. Safety and Quality Management Systems

9.1 Each applicant for the grant of a BCAA approval for the conduct of ATC training should provide:

9.1.1. An acceptable Quality management system (QMS) in accordance with ICAO PANS-OPS DOC 8168 Volume II, Chapter 4, Quality Assurance. An example of an acceptable system would be ISO 9001:2015.

9.1.2. An acceptable Safety Management System (SMS) in accordance with ANTR Volume III Part 19 (where appropriate).

10 Inspections and Audits

10.1 BCAA may conduct audits or inspections of an ATO at any time and at its discretion.

10.2 Documents requested by BCAA Inspectors shall be furnished within 48 hours.

11 Organizational Constitutional Document

11.1 Each applicant for the grant of a BCAA approval for the conduct of ATC training should provide a Constitutional Document containing:

11.1.1. A statement signed by the Accountable Manager on behalf of the applicant's organization confirming that the Constitutional Document and any included manuals define the organization and demonstrate its means and methods for ensuring ongoing meeting of the expectations described in this CAP; and

11.1.2. the Constitutional Document and any included manuals are required to be complied with by its personnel at all times; and



- 11.1.3. that the organisation has sufficient financial strength to provide the services contained within the organisation's Constitutional Document; and
- 11.1.4. the titles and names of the person or persons recommended by Chapter 2 part 1.1. 2-4; and
- 11.1.5. The duties and responsibilities of the person or persons specified in the above Chapter 2 part 1.1. 2-4, including matters for which they have responsibility to deal directly with the BCAA on behalf of the organization; and
- 11.1.6. An organisation chart showing lines of responsibility of the persons specified in Chapter 2 part 1.1; and
- 11.1.7. Details of the applicant's staffing structure; and
- 11.1.8. A document matrix detailing where the recommendations of Chapter 2, part 1 to part 4, part 6 and parts 9 to 14, are contained within the organizations operational manuals.
- 11.1.9. Procedures to control, amend and distribute the Constitutional Document.

11.2 The applicant's Constitutional Document should be acceptable to the BCAA.

11.3 Should the applicant be unable to demonstrate any aspect of the guidance as to the BCAA's expectations described in this CAP, the applicant's Constitutional Document should contain an explanation and/or mitigation for that situation.

12 Lesson Planning

12.1 Detailed lesson plans for the courses being applied for should be developed in accordance with an acceptable methodology and which contain at least the following:

- 12.1.1 The subject and topic, related to the syllabus/curriculum, and
- 12.1.2 The learning objectives, and
- 12.1.3 The learning outcomes, and
- 12.1.4 The content (including expected timelines) and
- 12.1.5 Knowledge check or review, and
- 12.1.6 Resources required.

12.2 Course materials may be reviewed by the BCAA as part of the document review phase.

12.3 A methodology for determining currency, reviewing and updating lesson plans should be demonstrated.



Appendix 1 Application Form ATO/01

Applicant:

Organization:

Address:

Contact:

Supporting Documents list:

Declaration: I, the undersigned, being the authorized representative of the Applicant, do hereby apply for Approval of the BCAA as an Approved Training Organization for ATC. I further affirm that the information provided in this application is true and correct at the time of application.

Signed:

Date:

Position:

Address for service: Director, Aviation Safety & Security, Civil Aviation Affairs, PO Box 586, Manama, Kingdom of Bahrain. <http://www.mot.gov.bh> Fax: +973 17 329983