



GHANA
CIVIL AVIATION AUTHORITY

ADVISORY CIRCULAR AC 14-022

PERSONNEL REQUIREMENT AND COMPETENCE

GENERAL

Ghana Civil Aviation Authority (GCAA) Advisory Circulars from Aerodrome Safety and Standards (ASAS) contain information about standards, practices and procedures that the Authority has found to be an Acceptable Means of Compliance (AMC) with the associated Directives.

An AMC is not intended to be the only means of compliance with a Directive, and consideration will be given to other methods of compliance that may be presented to the Authority.

PURPOSE

This Advisory Circular provides methods, acceptable to the Authority, for showing compliance with Ghana Civil Aviation Directives (GCADs) Directive Part 24 as well as explanatory and interpretative material to assist in showing compliance.

REFERENCE

The Advisory Circular relates specifically to GCADs Aerodrome & Manual of Standards (MOS)

STATUS OF THIS AC

This is the first AC to be issued on this subject.

FORWARD

This document provides guidance to aerodrome operators on the requirement and the basis for assessment of competency of key aerodrome personnel whose decisions and actions can impact aerodrome operational safety.

APPROVAL


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Table of Contents

DEFINITION	1
1. BACKGROUND	3
1.1. COMPETENCE OF PERSONNEL.....	4
1.1.1. CAA's Assessment Criteria for Aerodrome Post Holder: Accountable Manager.....	4
Performance Criteria	4
Knowledge Criteria.....	4
Supporting Documents.....	5
1.1.2. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Safety	
Director/Manager	5
Performance Criteria	5
Knowledge Criteria.....	5
Supporting Documents.....	5
1.1.3. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Operations	
Director/Manager	6
Performance Criteria	6
Knowledge Criteria.....	6
Supporting Documents.....	6
1.1.4. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Maintenance	
Director/Manager	6
Performance Criteria	6
Knowledge Criteria.....	7
Supporting Documents.....	7
1.1.5. GCAA's Assessment Criteria for Aerodrome Post Holder: Rescue Firefighting Service	
(Chief Fire Officer).....	7
Performance Criteria	7
Knowledge Criteria.....	8
Supporting Documents.....	8
1.2. DETERMINATION OF PERSONNEL NEEDS AND QUALIFICATIONS.....	8
Distribution of Rules and Procedures	8
Gap Analysis: Personnel Requirements	9
Gap Analysis: Minimum Number of Personnel, Personnel Requirements and Training Needs	
Analysis	9
Qualification of Personnel	10
Combination of Nominated Aerodrome Post Holders	11
Changes to Aerodrome Post Holders	11
Temporary Aerodrome Post Holders.....	11
1.3. TRAINING PROGRAMMES TO BE ESTABLISHED AND IMPLEMENTED.....	11
1.3.1. Training programme	11
1.3.2. Training Programmes – Checking of Trainees.....	12
1.3.3. Methodology– Checking of Trainees	12
1.3.4. Training Records.....	12
1.3.5. Proficiency Check Records	13
APPENDIX - ACCEPTABLE MEANS OF COMPLIANCE (AMC) & GUIDANCE MATERIAL	
(GM) ON PERSONNEL REQUIREMENTS	14

DEFINITION

Aerodrome Post Holder. Those positions required as part of Aerodrome Certification who are subject to acceptance by the Authority.

Requirements

2.7.1 Each Aerodrome Operator prior to the grant of an Aerodrome Certificate and on an on-going basis shall engage, employ or contract:

- a) sufficient and qualified personnel for the planned tasks and activities to be performed related to the operation, maintenance and management of the aerodrome in accordance with the applicable requirements and the Aerodrome Operator's training programme; and
- b) sufficient number of supervisors to defined duties and responsibilities, taking into account the structure of the organisation and the number of personnel employed.

2.7.2 The Aerodrome Operator shall nominate post holders, acceptable to the Authority, who are responsible for the management and supervision of the following areas:

a) Accountable Manager - most senior Post Holder identified as the chief executive who has full control of the resources, final authority over operations under the certificate/approval of the organisation and ultimate responsibility and accountability for the establishment, implementation and maintenance of the SMS; safety policies and the resolution of all safety issues.

The Accountable Manager's authorities and accountabilities should include, but are not limited to:

- a) communication and promotion of the safety policy;
- b) establishment of the organisation's safety objectives and safety targets;
- c) establishment, implementation and maintenance of the organisation's competence to learn from the analysis of data collected through its safety reporting system and others Safety Data Collection and Processes Systems (SDCPS) in place; and
- d) establishment of a just culture which encourages safety reporting.

b) Other Post Holders

Additional Aerodrome Post Holders, having direct access to the Accountable Manager, responsible for safety critical aspects for the aerodrome operation to include the following:

i) **Aerodrome Safety Manager** - a person who shall be the responsible individual and focal point for the development and maintenance of an effective Safety Management System in accordance with these Directives and GCAD Part 24

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

ii) **Aerodrome Operations Manager** – a senior person who is responsible for ensuring that the aerodrome and its operation comply with the requirements of these Directives

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

iii) **Aerodrome Maintenance** – a senior person who is responsible for ensuring that the aerodrome’s maintenance programmes for safety critical infrastructure comply with the requirements of these Directives

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

iv) **Rescue Firefighting Service** (Chief Fire Officer) – a competent person who is responsible for establishing and effectively managing all aspects of Rescue and Firefighting Services as per the requirements of these Directives and GCAD Part 24.

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

2.7.3 An applicant for the grant of an aerodrome operator certificate must establish a procedure for initially assessing and for maintaining the competence of personnel required to manage, operate and maintain the aerodrome and its services and facilities.

Note: See Appendix for Acceptable Means of Compliance and Guidance on Personnel Requirements.

2.7.4 The Aerodrome Operator shall give consideration to the size and complexity of the organization, recognising that some managers may hold multiple Aerodrome Post Holder positions.

2.7.5 The Aerodrome Operator shall ensure that any changes to Aerodrome Post Holders are accepted by the Authority prior to the change.

2.7.7 The Aerodrome Operator shall update its Aerodrome Manual including the organisational structure with respect to the accepted Aerodrome Post Holders.

2.7.8 The Aerodrome Operator shall establish and implement a training programme to maintain the competency of the safety critical personnel.

2.7.9 The Aerodrome Operator shall maintain appropriate qualification training and proficiency check records to demonstrate compliance with the requirement in 2.7.8.

1. BACKGROUND

It is required that the aerodrome operator employs an adequate number of personnel qualified and skilled for performing all critical activities in the aerodrome operations and maintenance processes.

The International Civil Aviation Organisation (ICAO) guidance on the certification of aerodromes Document 9774 includes aerodrome certification model Directives. Model Directive 3B.3.2 states:

“Before granting an aerodrome certificate, the CAA must be satisfied that: the applicant and his/her staff have the necessary competence and experience to operate and maintain the aerodrome properly;”

Aerodrome Operator’s competency is also featured so much in the newly published (First edition) of ICAO Doc 9981 – PANS Aerodromes.

Paragraph 2.4.3.4 of Doc 9981 states, “Aerodrome operators should ensure that analysis of safety occurrences at the aerodrome is performed by competent personnel who have been trained to perform these tasks”.

Paragraph (c) of Section 3.2 On-site verification of the SMS, states, “the capability and competence of the aerodrome operator should be assessed so as to ensure sufficient management commitment to and responsibility for safety at the aerodrome. This is usually achieved through the competence of the accountable executive”

Competency of operational personnel is assessed as part of on-site verification of operational procedures and administrative inspections. This provides a good picture about training and qualification of aerodrome operational staff assigned to perform safety critical functions.

The GCAA shall grant a certificate in respect of an aerodrome it is satisfied that the applicant is competent, having regard to his previous conduct and experience, his equipment, organisation, staffing, maintenance and other arrangements, to secure that the aerodrome and the airspace within which its visual traffic pattern is normally contained and are suitable for use by aircraft.

1.1. COMPETENCE OF PERSONNEL

Competency Assessment Criteria for Aerodrome Post Holders are as follows

1.1.1. CAA's Assessment Criteria for Aerodrome Post Holder: Accountable Manager

Performance Criteria

- Full control of the human resources required for the operations authorised to be conducted under the Aerodrome Certificate
- Full control of the technical resources required for the operations authorised to be conducted under the Aerodrome Certificate
- Full control of the financial resources required for the operations authorised to be conducted under the Aerodrome Certificate
- Final authority over operations authorised to be conducted under the Aerodrome Certificate
- Ultimate responsibility and accountability for the establishment, implementation and maintenance of the Safety Management System
- Authority and accountability for establishment, implementation, communication and promotion of the safety policy
- Authority and accountability for establishment of the organisation's safety objectives and safety targets
- Final responsibility for the resolution of all safety issues
- Authority and accountability for establishment, implementation and maintenance of the organisation's competence to learn from the analysis of data collected through its safety reporting system and others
- Safety Data Collection and Processes Systems (SDCPS) in place; and
- Authority and accountability for establishment of a just culture which encourages safety reporting.

Knowledge Criteria

- Knowledge and understanding of the documents that prescribe relevant aerodrome safety standards
- Understanding of the requirements for competence of aerodrome management personnel, so as to
- ensure that competent persons are in place
- Knowledge and understanding of safety, quality, and security management systems related principles
- and practices, and how these are applied within the organisation
- Knowledge and understanding of the key issues of risk management within the aerodrome
- GCAA regulatory framework
- GCAA State Safety Programme and Aerodrome SMS
- GCAA Aerodrome Certification Process
- GCAA Regulatory Oversight Process
- GCAA Enforcement Process

Supporting Documents

- Organisational Structure
- Other relevant documents if requested by Authority

1.1.2. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Safety Director/Manager

Performance Criteria

- Responsible individual and focal point for the development and maintenance of an effective
- Safety Management System
- Ensure that processes needed for the SMS are established, implemented and maintained
- Reportable directly to the Accountable Manager on the performance of the SMS and on any need
- for improvement
- Ensure safety promotion throughout the organisation
- The role of the safety manager should be to:
- facilitate hazard identification, risk analysis, and management;
- monitor the implementation and functioning of the Safety Management System, including
- the necessary safety actions;
- manage the safety reporting system of the aerodrome;
- provide periodic reports on safety performance;
- ensure maintenance of safety management documentation;
- ensure that there is safety management training available, and that it meets acceptable
- standards;
- provide advice on safety matters; and
- initiate and participate in internal occurrence/accident investigations

Knowledge Criteria

- Practical experience and expertise in aerodrome operations, maintenance or similar area
- Knowledge of the Aerodrome Manual
- Comprehensive knowledge of the applicable requirements in the area of aerodromes
- GCAA Regulatory framework
- GCAA State Safety Programme / Aerodrome SMS
- GCAA Aerodrome Certification Process
- GCAA Aerodrome Projects
- GCAA Regulatory Oversight Process
- GCAA Enforcement Process

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- Other relevant documents if requested by Authority

1.1.3. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Operations Director/Manager

Performance Criteria

- Ensure that aerodrome certification requirements are met, and that the aerodrome operates in accordance with certificate conditions and regulatory requirements
- Accountable for day- to- day aerodrome operations
- Ensure an understanding by the aerodrome management of the certification requirement for and status of the Aerodrome Manual
- Responsible for the management of the operational services of the aerodrome
- Analyse auditing findings and inspections to the Authority, and initiate actions
- Use feedback from auditing and inspections to recommend appropriate changes to airside safety management procedures and ensure implementation
- Monitor airside planning and development for compliance
- Develop proactive working relationships with aerodrome users

Knowledge Criteria

- Practical experience and expertise in aerodrome operations or maintenance (or similar area) respectively
- Comprehensive knowledge of the applicable requirements in the area of aerodromes
- Appropriate level of knowledge of safety and quality management
- Knowledge of the Aerodrome Manual
- GCAA Regulatory Framework
- GCAA State Safety Program / SMS
- GCAA Aerodrome Certification Process
- GCAA Aerodrome Projects
- GCAA Regulatory Oversight Process
- GCAA Enforcement Process

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- Other relevant documents if requested by Authority

1.1.4. GCAA's Assessment Criteria for Aerodrome Post Holder: Aerodrome Maintenance Director/Manager

Performance Criteria

- Ensure that aerodrome certificating requirements are met, and that the aerodrome facilities are accurately reported (Aerodrome Manual/AIP) and in accordance with the regulatory requirements
- Ensure aerodrome facilities are compatible with sizes, types and frequency of aircraft in accordance with company and legislative requirements
- Ensure that maintenance policies, procedures and training fulfil the aims of the aerodrome and meet regulatory requirements

- Ensure understanding of regulatory requirements specific to electrical systems
- Ensure understanding of regulatory requirements specific to aeronautical ground lighting and other visual aids such as markings
- Ensure understanding of regulatory requirements specific to aerodrome pavements
- Ensure understanding of role as related to aerodrome reporting systems to include hazard identification, defect identification and reporting of safety critical information to the aerodrome Air Traffic Service Unit
- Ensure basic understanding of aerodrome bird and wildlife hazard management programme
- Ensure understanding of requirement for corrective and preventive maintenance programme
- Ensure understanding of competency standards and evaluation programme for maintenance staff maintaining safety critical assets or working in safety critical areas (including both technical and operational
- (RT/Driving) competencies as necessary)
- Ensure understanding of aerodrome certification scope and process as applicable to both maintenance and facility development activities

Knowledge Criteria

- Qualified in the role with appropriate education, experience and/or certification
- Practical experience and expertise in aerodrome maintenance
- Comprehensive knowledge of the applicable requirements in the areas of electrical systems, aeronautical ground lighting and pavements
- Knowledge of the Aerodrome Manual
- Knowledge of applicable ICAO guidance materials such as Aerodrome Design Manual
- GCAA Regulatory framework
- GCAA State Safety Programme / Aerodrome SMS
- GCAA Regulatory Oversight Process and GCAA Enforcement Process
- GCAA Process for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- Other relevant documents if requested by Authority

1.1.5. GCAA's Assessment Criteria for Aerodrome Post Holder: Rescue Firefighting Service (Chief Fire Officer)

Performance Criteria

- Ensure that aerodrome certificating requirements are met, and that the aerodrome operates in accordance with the regulatory requirements in the provision of RFFS
- Ensure emergency fire and rescue facilities are compatible with sizes, types and frequency of aircraft in accordance with company and legislative requirements
- Ensure that rescue and firefighting, policies, procedures and training fulfil the aims of the aerodrome and meet regulatory requirements

- Ensure that procedures for auditing driver training programmes are to established standards
- Ensure the use of communication protocols and procedures is in accordance with Directives
- Assess the feasibility of continuing aerodrome operations in an emergency situation
- Ensure appliances and equipment meet all regulatory requirements
- Establish an effective Incident Command & Control System

Knowledge Criteria

- Qualified in the role with appropriate education, experience and/or certification
- Practical experience and expertise in aerodrome RFFS
- Comprehensive knowledge of the applicable requirements in the areas of RFFS and aerodromes
- Knowledge of the Aerodrome Manual
- GCAA Regulatory framework
- GCAA State Safety Programme / Aerodrome SMS
- GCAA Regulatory Oversight Process
- GCAA Enforcement Process
- GCAA Process for the reporting and follow- up of accidents, incidents and emergencies on the Aerodrome

Supporting Documents

- Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- Other relevant documents if requested by Authority

1.2. DETERMINATION OF PERSONNEL NEEDS AND QUALIFICATIONS

- a) The Aerodrome Operator should determine the number of required personnel for the planned tasks.*
- b) The Aerodrome Operator should determine the required personnel qualifications, in accordance with the applicable requirements. A documented system with defined responsibilities should be in place, in order to identify any need for changes with regard to personnel qualifications.*
- c) Documentation should define the method by which staffing levels are determined in relation to the operation, maintenance and management of the aerodrome.*
- d) Documentation should define the training requirements and training programme to ensure that personnel are adequately trained.*
- e) Procedures should include the mechanisms that ensure only trained and competent personnel undertake the planned tasks and activities assigned to them.*

Distribution of Rules and Procedures

The Aerodrome Operator should have a system in place to distribute the rules and procedures to personnel to enable them to exercise their duties and responsibilities safely and effectively.

Gap Analysis: Personnel Requirements

The Aerodrome Operator should conduct gap analysis in order to provide an assessment and demonstration of the following:

- a) Sufficient number of qualified personnel for the planned tasks and activities being performed.
- b) That there are a sufficient number of supervisors assigned to defined duties and responsibilities, taking into account the structure of the organisation and the number of personnel employed.
- c) Those personnel involved in the operation, maintenance and management of the aerodrome are adequately trained in accordance with the organisation's training programme.

Gap Analysis: Minimum Number of Personnel, Personnel Requirements and Training Needs Analysis

a) A gap analysis should be used as a tool to compare existing operations with the requirement to provide sufficient numbers of trained personnel appropriate for the scale and complexity of the aerodrome and its operations.

b) As part of the gap analysis process, each assessment should refer to the following categorisation of "High" "Medium" or "Low" in relation to the scale, complexity and demands of the operation and for the provision of a dedicated aerodrome operations team:

High	<ul style="list-style-type: none"> • One or more runways • Complex in nature • Significant developments • Instrument runway • Traffic density of ATC unit: high / medium 	<ul style="list-style-type: none"> • Dedicated operations team • No extraneous or ancillary duties • (Other than AEP response tasks)
Medium	<ul style="list-style-type: none"> • One runway • Instrument runway • Traffic density of ATC unit: medium 	<ul style="list-style-type: none"> • Dedicated operations team • Extraneous or ancillary duties allowable under assessment (Other than AEP response tasks)
Low	<ul style="list-style-type: none"> • One runway • Non-instrument runway • No shift patterns • Traffic density of ATC unit: low 	<ul style="list-style-type: none"> • Option to have a multi-tasked team extraneous duties team allowable under assessment

c) Once the gap analysis has been completed and fully documented, the staffing levels, resources and processes that have been identified as missing or inadequate will form the basis for an implementation plan, in order to become compliant with the Directives.

d) An example of elements to consider for the gap analysis, as part of the aerodrome Safety Management System process, is as follows:

i. Aerodrome inspection requirements appropriate to the operational use of runway(s) and taxiways;

ii. Complexity of aerodrome layout, for example:

A) Scale of aerodrome (geographical)

B) Scale of aerodrome (number of runways and taxiways)

C) Scale of aerodrome (number of aprons and stands);

iii. complexity of operations i.e. CAT I, CAT II, CAT III, number of runways, movement rates;

iv. Low visibility operations;

v. Day and night use;

vi. Duty hours for operational staff with reference to the following list:

A) Compliance with the maximum allowable working hours as defined within the Ghana Labour Law;

B) Sufficient break periods / rest-time;

C) An awareness of the problematic fatigue issues relating to the circadian body clock, to ensure so far as is reasonably possible, fatigue does not impair operational safety;

D) Environmental factors

E) Operational duties required (day);

F) Operational duties required (night);

G) Handover time;

H) Shift patterns; and

I) Maximum consecutive hours for both day and night duties (not exceeded)

vii. The number and complexity of aerodrome development projects – inspections and oversight of contractors;

viii. Aerodrome operations procedural requirements and activities, for example:

A) Aerodrome inspection requirements;

B) Marshalling duties;

C) Wildlife hazard control duties;

D) FOD management duties;

E) Follow-me requirements;

F) Fuel management; and

G) Control and management of aeronautical data;

ix. Pavement maintenance, duties and inspections;

x. Visual aids maintenance (signs, markings and markers), duties and inspections;

xi. AGL maintenance, duties and inspections;

xii. Allowance for annual leave, public holidays (in lieu), training, OJT training, special leave and sickness; and

xiii. Sufficient operational administrative support staff (the number of support staff will depend on the complexity of the operations).

Qualification of Personnel

e) The term 'qualified' denotes fitness or fit for the purpose. This may be achieved through fulfilment of the necessary conditions such as completion of required training, or acquisition of a diploma or degree, or through the gaining of suitable experience. It, also, includes the ability, capacity, knowledge or skill that matches or suits an occasion, or makes someone eligible for a duty, office, position, privilege or status.

f) Certain posts may, by nature, be associated with the possession of certain qualifications in a specific field (e.g. rescue and firefighting, civil, mechanical or electrical engineering, wildlife biology, etc.). In such cases, the person occupying such a post is expected to possess the necessary qualifications.

Combination of Nominated Aerodrome Post Holders

(a) The acceptability of a single person holding more than one post, possibly in combination with being the Accountable Manager, should depend upon the Aerodrome Operator's organisation, and the size and complexity of its operations. The two main areas of concern should be competence, and an individual's capacity to meet his/her responsibilities.

(b) As regard to competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one post.

(c) The capacity of an individual to meet his/her responsibilities should primarily be dependent upon the complexity of the aerodrome operator's organisation and its operations. However, the size and complexity of the aerodrome operator's organisation, or of its operation may prevent, or limit, combinations of posts.

Changes to Aerodrome Post Holders:

The Aerodrome Operator should apply for a change to the nominated Aerodrome Post Holder by submitting an application for a change of Aerodrome Post Holder, with required supporting documentation to the Authority. The application should additionally include evidence of management of change.

Temporary Aerodrome Post Holders:

When an Aerodrome Post Holder is unavailable for lengthy periods, or has left the organisation, the Aerodrome Operator should notify the Authority of a replacement or temporary Aerodrome Post Holder. The Authority may request an interview with a proposed temporary Aerodrome Post Holder.

1.3. TRAINING PROGRAMMES TO BE ESTABLISHED AND IMPLEMENTED

1.3.1. Training programme

a) The training programme should cover all personnel:

- i) involved in the operation, maintenance and management of the aerodrome (supervisors, managers, senior managers, and the Accountable Manager); and
- ii) operating unescorted on the Movement Area, and other operational areas of the aerodrome, and which are related to the aerodrome operator, or other organisations which operate or provide services at the aerodrome, regardless of their level in the organisation.

b) The training of persons mentioned in paragraph a) should be completed prior to the initial performance of their duties, or allowing them unescorted access on the Movement Area and other operational areas of the aerodrome, as appropriate.

c) The training programme should include Safety Management System training whose level of detail should be appropriate to the individual's responsibility and involvement in the Safety Management System and should also include human and organisational factors; for those persons referred to in paragraph under a) ii) employed by other organisations operating, or providing services at the aerodrome, the Safety Management System training may cover only the necessary elements (e.g. relevant procedures, safety reporting system, aerodrome safety programmes, FOD awareness, etc.).

d) The training programme should consist of the following:

- i) a process to identify training standards, including syllabi, and frequency for each type of training and area of activity for the persons mentioned in paragraph a), including for instructors and assessors, and track completion of required training;
- ii) a validation process that measures the effectiveness of training;
- iii) initial job-specific training;
- iv) on-the-job training; and
- v) recurrent training.

e) The training programme should identify training responsibilities and contain procedures:

- i) for training and checking of the trainees;
- ii) to be applied in the event that personnel do not achieve or maintain the required standards.

f) Training contents and syllabi should comply with the training requirements described in the Aerodrome Manual.

g) A training file should be developed for each employee, including management, to assist in identifying and tracking employee training requirements, and verifying that personnel have received the planned training.

1.3.2. Training Programmes – Checking of Trainees

a) Checking required for each training course should be accomplished by the method appropriate to the training element to be checked.

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

1.3.3. Methodology– Checking of Trainees

The methods to be used for the checking of the trainees could include:

- a) practical demonstration,
- b) computer-based assessment,
- c) oral or written tests, or combinations of such methods, as appropriate.

1.3.4. Training Records

a) Training Programme: The aerodrome operator should maintain records of the training sessions that it has provided, including as a minimum the following:

- i) area of training and subjects covered;
- ii) names of participants/signed list of participants;
- iii) date and duration of training; and
- iv) name of the instructor.

b) Training Records of Individuals: The training records maintained for each individual should include as a minimum:

- i) the name of the trainee;
- ii) the date(s) and the duration of the training;
- iii) the place where the training was received;
- iv) the name of the organisation that provided the training;
- v) the subjects covered, and the methodology of the course;
- vi) any comments made by the instructor if applicable;
- vii) performance evaluation of the trainee if applicable; and
- viii) the name and signature of the instructor.

1.3.5. Proficiency Check Records

The proficiency check records maintained for each individual should include as a minimum:

- a) the name of the person checked;
- b) the date(s) and the duration of the proficiency check;
- c) the methodology of the check conducted;
- d) any comments made by the assessor;
- e) the performance evaluation of the person checked; and
- f) the name and signature of the assessor.

APPENDIX - ACCEPTABLE MEANS OF COMPLIANCE (AMC) & GUIDANCE MATERIAL (GM) ON PERSONNEL REQUIREMENTS

Note: The guidance material in this Appendix is in support of the Personnel Requirements Chapter.

1.1 Nominated Persons

1.1.1 Acceptance from the Authority will be required for all persons nominated as Aerodrome Post Holders.

1.1.2 The Authority's acceptance of nominated Aerodrome Post Holders is based on the applicable Assessment and the applicant's demonstration of knowledge of the applicable Directives and an understanding of the proposed position.

1.1.3 Selection of the Post Holder is the responsibility of the applicable Aerodrome Operator. The Directive and Guidance Material aims to assist Aerodrome Operators to be satisfied that persons within the management structure possess the relevant operational safety competence, and be able to identify any gaps that may exist in the areas of competence for their particular aerodrome. The size, complexity and scale of operations of an aerodrome will be a component of the Operator's assessment process. The detailed scope of Post Holders accountabilities and responsibilities are likely to be affected by this assessment, which should be aligned with the aerodrome's SMS.

1.1.4 Directive includes specific roles for which Aerodrome Post Holder acceptance by the Authority will be required. However, while the specific job title designations for the posts may differ, the scope should include the accountabilities and responsibilities as stated in the Directive.

1.1.5 Cases for interviews with nominated Aerodrome Post Holders include the following:

- a) start of operations before issuing the first Aerodrome Certificate; or
- b) change of Aerodrome Post Holders at a Certified Aerodrome.

1.1.6 Purpose of the interview between GCAA and the nominated Aerodrome Post Holder is as follows:

- a) exchange of information between the intended nominated persons and the Authority for the latter to acquire information on the intended work areas and the applicant's competence level so as to verify their suitability for the post(s); and
- b) to create good contact and understanding between both parties, and to come to a mutual conclusion on, if necessary, possible solutions for training and personal development over time.
- c) GCAA process of acceptance of Post Holders is based on the applicant demonstrating knowledge of the applicable Directives, having an understanding of the role applied for and of the standards required by the Authority. The process includes a review of the submitted details to determine the suitability of the person for the role.

1.1.7 Possible agenda items include:

- a) information from the Authority on organisation and mission of the GCAA, the regulatory framework and specifically Safety Management System requirements;
- b) information from the nominated person concerning the intended work area;

- c) enforcement methodology of the GCAA;
- d) the role and responsibility of the Aerodrome Post Holder;
- e) expected competence requirement of the nominated person in relation to present personal status and experience presented in their curriculum vitae or equivalent documentation;
- f) discussion concerning depth of knowledge and understanding of the applicable legislation and Directives;
- g) the role and responsibility of the GCAA and of the nominated person;
- h) understanding of aviation in general and for the specific nominated post, how operators/activities at the aerodrome including Air Navigation Service Providers, and other aviation activities can impact aircraft safety; and
- i) distribution of delegated powers depending on the organisational situation.