

OPS 1.1.005		Inspector Handbook
Training Program Approval Process		Revision 3
		05 Mar 2014

0. WTS Codes

0.1. OPS

0.1.1.	Initial Approval	1306
0.1.2.	Revision Approval	1307
0.1.3.	Training Program Inspection	1626

1. Objective

- 1.1. The training approval process discussed in this directive applies to applicants for or holders of an AOC certificate.

2. General

2.1. The Five-Phase Process for Approval

Training curriculum approvals follow the five phase general process for approval described in this directive. The basic steps of this process must be followed.

Each phase, however, may be adjusted to accommodate existing circumstances. Depending on the complexity of the operator's request and the availability of CAAI resources, the approval process may be accomplished in only a few days, or the process may last many months. The approval process applies to each operator requesting approval of a new curriculum as with initial air operator certification, or a revision to a currently approved curriculum. Inherent in the approval process is the CAAI's responsibility to deny approval of any training which does not meet regulatory requirements or which has been found deficient. Training curricula, which have been granted approval and later found either to be in conflict with regulatory requirements or to be ineffective, must be appropriately modified by the operator, or CAAI approval must be withdrawn. This directive establishes procedures for granting approval or withdrawing approval of all or part of a training curriculum. When appropriate, job aids have been developed to assist inspectors in the approval process of curriculum segments. These job aids are discussed in subsequent sections of this directive.

2.1.1. Definitions:

- 2.1.1.1 **Curriculum Segment Outlines** - Curriculum segment outlines contain the specific training modules and the amount of time allocated for the curriculum segment. The modules must be consistent with regulatory requirements and safe operating practices. This element requires direct examination.

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2.1.1.2 **Courseware** - Courseware converts curriculum outline information into usable instructional material. Courseware must be consistent with the curriculum outline and be organised to permit effective instructional delivery. It is readily adaptable to adjustments and refinement by the operator. This element usually requires direct examination.

2.1.1.3 **Instructional Delivery Methods and Training Environment** - Instructional delivery methods are used to convey information to the student. Effective learning is maximised if the instructional delivery adheres to and properly uses the courseware. The training environment should be conducive to effective learning. This element requires direct observation.

2.1.1.4 **Testing And Checking** - Testing and checking is method for determining whether learning has occurred. Testing and checking standards are used to determine that a desired level of knowledge and skill has been acquired. Testing and checking also measures the effectiveness of courseware and instructional deliver. This element requires direct observation. It can be supplemented by examining operator records of test and checks.

3. Reference Material, Forms & Job-Aids

3.1. Regulatory Requirements

3.1.1. ANR.OPS, Chap 13, Mark 13.

3.2. Reference Material

3.2.1. OPS 1.1.032 – Training Program Scope, Concepts and Definitions

3.2.2. OPS 1.1.033 – Training Program Special Curriculum Segments

3.2.3. OPS 1.1.034 – Differences Training

3.2.4. OPS 1.1.035 – Recurrent Training Curriculums

3.2.5. OPS 1.1.036 – Requalification Training Curriculums

3.2.6. OPS 1.1.039 – Check Airman and Flight Instructor Training

3.2.7. OPS 1.1.040 – CRM / DRM Integration and Assessment

3.2.8. OPS 1.1.041 – Dispatcher Training

3.2.9. OPS 1.1.042 – Cabin Attendant Training

3.2.10. OPS 1.1.062 – Evaluate Simulator Flight Training Device

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3.3. Forms

3.4. Job-Aids

3.4.1. F 1.1.005-1 – Training Program Inspection

4. Process

4.1. INITIATING THE APPROVAL PROCESS - PHASE ONE

4.1.1. Initiator's Actions

The training approval process can be initiated by either the operator or the CAA as follows:

- Operator Initiated. The operator informs the CAAI that it is planning to establish a new training curriculum or to change an existing curriculum.
- CAAI Initiated. The CAAI informs an operator that revisions to its training program are required based on recently acquired information relative to training techniques, aviation technology, aircraft operational history, operator performance, or regulatory changes.

4.1.2. Required Information

When the operator initiates a proposal, as it is in the pre-application phase of the certification process, one of the first steps the Operations Inspector (OI) or Project Manager (PM) should take is to obtain the following basic information:

- Type of operation
- Type of equipment to be operated
- Geographic areas of operation
- Proposed training schedules
- Proposed date of revenue operations
- Proposed contract training, if any
- Type of simulator to be used, if any
- Facilities to be used

4.2. CAAI INVOLVEMENT IN PHASE ONE.

4.2.1. Initial Actions

Early in the process, the CAAI and the operator should establish, through discussion, a common understanding of both the regulatory training requirements and the direction and guidance provided in this directive. The OI or PM and the operator must examine the entire operation to ensure that any training necessitated by operational requirements, authorisations, or limitations (such as those in the specific operating

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provisions, minimum equipment lists, deviations, and exemptions), is included in the operator's training curricula. The training program is the area most affected by operational changes. The OI should review all general requirements in the regulations and in this directive that apply to the proposed operation. The OI should be aware of changes to the information initially provided by the operator. The OI should discuss with the operator the sequence and timing of events, which occur in the development, and the granting of initial and final approval of a training curriculum. If the operator's proposal involves complex operations (such as long range navigation or polar navigation operations), the OI must consult appropriate sections of this directive and other relevant documents and be prepared to advise the operator during this phase. In such a case, the OI should also determine whether assistance from a CAAI specialist is necessary.

4.2.2. Provide Advice and Guidance

A CAAI inspector should be prepared to provide advice to an operator during training curriculum development. During phase one, the operator must be informed of the procedure for requesting initial approval and of the types of additional supporting information that the OI will require the operator to submit. An inspector should be prepared to provide advice and guidance to the operator on the following:

- The general format and content of curricula, curriculum segments, training modules, and flight maneuvers and procedures documents.
- Courseware.
- Facilities.
- Qualifications of instructor personnel.
- Other areas of the operator's proposed training programme.

4.2.3. Advisory Capacity Only

Early CAAI involvement is also important for the following reasons:

- CAAI advice and guidance during development of training may provide a useful service to the operator. This advice may save the operator and the CAAI from unnecessary use of resources. It may also prevent the operator from submitting a training curriculum proposal that would not be approved by the CAAI.
- The OI can become familiar with the material the operator intends to submit. This facilitates review of the proposal before the granting of initial approval.
- The OI can begin planning long range needs, such as qualification of inspectors on the operator's aircraft, and evaluation of the program's overall effectiveness.

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NOTE: Early CAAI inspector involvement in the development of training programs is appropriate. A CAAI inspector, however, must act in an advisory capacity only. The inspector must avoid active participation in the actual training program development. The operator is responsible for the development of its own training program. The CAAI inspector must not assume that responsibility.

4.2.4. CAAI Requirements

As the operator's proposals solidify, any significant requirements, which may affect CAAI office or inspector resources, should be discussed with the CAAI Certificate Holding Office Manager. A CAAI inspector may need training on an operator's aircraft type. Requests for inspectors from outside the office to assist in the training approval process may be necessary.

4.2.5. Delays in Approval

The operator should be aware of the potential for delays in approval. Such delays may be caused by any of the following reasons:

- The applicant for a certificate not meeting the schedule of events.
- The operator failing to expeditiously transmit information to the CAAI.
- A change in plans, for example, changing either the training locations or the type of aircraft.
- Inadequate, insufficient, or unclear material submitted in the formal application in phase two.
- Deficiencies in the training discovered during phases two, three, or four.
- Delays in obtaining equipment (such as simulators) or simulator approval.
- Higher priority work (such as accidents) assigned to the OI or other inspectors associated with the training approval process.

4.3. REQUESTS FOR INITIAL APPROVAL - PHASE TWO.

4.3.1. Curriculum Outlines

In phase two, the operator submits its training proposal in writing, for initial approval, to the CAAI. The operator is required to submit to the CAAI an outline of each curriculum or curriculum segment and any additional relevant supporting information requested by the OI. These outlines, any additional supporting information and a letter must be submitted to the CAAI. This letter should request CAAI approval of the training curriculum. Two copies of each curriculum or curriculum segment outline should be forwarded along with the letter of request to the CAAI.

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4.3.2. Required Information

Each operator must submit its own specific curriculum segment outlines appropriate for its type of aircraft and kinds of operations. These outlines may differ from one operator to another and from one category of training to another in terms of format, detail, and presentation. Each curriculum should be easy to revise and should contain a method for controlling revisions, such as a revision numbering system. Curricula for different duty positions may be combined in one document, provided the positions are specifically identified and any differences in instruction are specified for each duty position. Each curriculum and curriculum segment outline must include the following information:

- Operator's name.
- Type of aircraft.
- Duty position.
- Title of curriculum and/or curriculum segment including the category of training.
- Consecutive page numbers.
- Page revision control dates and revision numbers.

4.3.3. Each curriculum and curriculum segment must also include the following items, as appropriate:

- Prerequisites prescribed by the ANR.OPS or required by the operator for enrolment in the curriculum.
- Statements of objectives of the entire curriculum and a statement of the objective of each curriculum segment.
- A list of each training device, mock-up, system trainer, procedures trainer, simulator, and other training aids which require CAAI approval (The curriculum may contain references to other documents in which the approved devices, simulators, and aids, are listed.).
- Descriptions or pictorial displays of normal, abnormal, and emergency maneuvers and procedures which are intended for use in the curriculum, when appropriate (These descriptions or pictorial displays, when grouped together, are commonly referred to as the flight maneuvers and procedures document. The operator may choose to present detailed descriptions and pictorial displays of flight maneuvers and procedures in other manuals. For example, the flight maneuvers and procedures document may be described in an aircraft-operating manual. However, as a required part of the training curriculum, it must either be submitted as part of the curriculum or be appropriately referenced in the curriculum).

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- An outline of each training module within each curriculum segment (Each module should contain sufficient detail to ensure that the main features of the principal elements or events will be addressed during instruction).
- Training hours, which will be applied to each curriculum segment and the total curriculum.
- The checking and qualification modules of the qualification curriculum segment used to determine successful course completion, including any ANR.OPS qualification requirements for crewmembers or flight operations officer/dispatchers to serve in ANR.OPS Chap. 12 or 13 commercial air transport operations (such as line checks or operating familiarisation)

4.4. ADDITIONAL RELEVANT SUPPORTING INFORMATION - PHASE TWO.

When applying for an Air Operator Certificate, an operator must submit any additional relevant supporting information requested by the OI as supported by ANR.OPS 235 or 373. This information is that additional information the OI finds necessary for determining whether the proposed training program is feasible and adequately supported. It is information, which would be difficult to include in a curriculum outline format. The type and amount of supporting information needed will vary depending on the type of training, aircraft types to be operated, and kinds of operations. The OI must determine the appropriate types of supporting information to be required. This should be limited to only that information critical to the determination of the proposed training program's acceptability. The following list of types of relevant supporting information is not all- inclusive, but includes information that is typical.

4.4.1. Description of Facilities

A description of facilities is appropriate if the OI is unfamiliar with the facilities, or if the facilities are not readily available for examination.

4.4.2. List of Instructors

A list of ground and flight instructors and their qualifications may be requested. This information is particularly important if the operator intends to use contract instructors. The OI should determine whether the proposed instructors meet regulatory requirements and if they are qualified to conduct training.

4.4.3. Description of Simulators and Training Devices

A detailed description of each flight simulator and training device is appropriate when the simulator or training device is not readily available for the OI's examination. This detailed description is particularly important when the operator intends to contract for a specific flight simulator or training device. This description should provide sufficiently detailed

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information to enable the OI to determine whether the training and checking to be conducted is appropriate for the level of the flight simulator or training device to be used.

4.4.4. Student Qualifications and Enrolment Prerequisites

A detailed description of minimum student qualifications and enrolment prerequisites is appropriate when such prerequisites are not described in detail in the curriculum. Examples of these prerequisites which may need to be detailed as supporting information include: type of airman license, aircraft type qualifications, previous training programs, minimum flight hours, experience with other commercial air transport operators, and recency of experience. This description may be useful to the OI when determining whether the proposed amount of detail outlined in training modules and the proposed training hours are adequate.

4.4.5. Training Records

Copies of training forms and records to be used for recording student progress and the completion of training may be required. This ensures the operator has planned for the ANR.OPS record-keeping requirements. This type of supporting information shall be required of applicants for an air operator certificate. It may also be required of operators with any significant revision to existing training programs. These forms, records, or computer transmittal worksheets must be designed so that attendance and course completion information is recorded and retrievable for verifying regulatory compliance.

4.4.6. Supporting Information

Supporting information may include samples of courseware, such as training modules/lesson plans and instructor guides. Descriptions of other types of courseware, such as home study, computer-based instruction, and Line Oriented Flight Training (LOFT) scenarios, should be in enough detail to provide an understanding of how the training will be administered and of the proposed instructional delivery method. This information should describe the instructor/student interaction and indicate methods for measuring student learning.

4.5. INITIAL REVIEW OF REQUESTS FOR APPROVAL - PHASE TWO.

In phase two the OI must review the submitted training curriculum and supporting information for completeness, general content, and overall quality. This is the cursory review performed in the Formal Application Phase. A detailed examination of the documents is not required during phase two. If after initial review, the submission appears to be complete and of acceptable quality or if the deficiencies are immediately brought to the operator's attention

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and can be quickly resolved, the OI may begin the phase three in- depth review in the Document Evaluation Phase. If the submission is determined to be incomplete or obviously unacceptable, the approval process is terminated and the OI must immediately return the documents (preferably within 5 working days) with an explanation of the deficiencies. The documents must be immediately returned, so the operator will not erroneously assume the OI is continuing the process to the next phase. The approval process can be resumed when the revised training curriculum or curriculum segment is resubmitted.

NOTE: An applicant for a certificate in Phases 2 and 3 of the certification process may be unable to provide all information required for its training program. For example, the applicant may not yet know what training facilities or devices it intends to use. The lack of such information in the formal application does not necessarily indicate that the training curriculum attachment be returned. There should be an understanding between the applicant and the Certification project manager (PM) that such portions are missing.

4.6. IN-DEPTH REVIEW OF SUBMITTED CURRICULA - PHASE THREE

4.6.1. Submission of Incomplete Curriculum Segments

The PM may initiate the phase three in-depth review without all the required information. Initial approval, however, of a curriculum segment must be withheld until all portions pertinent to the curriculum segment have been examined. For example, it may be appropriate to initially approve a ground training curriculum segment even though the simulator has not yet been evaluated and approved for flight training. However, effective evaluation of training curricula can be hampered when an excessive number of incomplete curriculum segments are permitted. The PM shall either delay initial approval of training curricula or return them to the applicant when an excessive number of incomplete curriculum segments have been submitted with the formal application.

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4.6.2. Detailed Analysis and Evaluation

Phase three is initiated when the CAAI begins a detailed analysis and evaluation of a training curriculum or curriculum segment. The purpose of this phase is to determine the acceptability of training curricula for initial approval. This phase ends either with the initial approval or with the rejection of all or part of the training curriculum. To complete an evaluation in a timely manner the OI may need to involve other CAAI personnel early in this phase. Certain specialists or offices may be required to participate in the approval process as follows:

- A dangerous goods inspector should be involved in dangerous goods materials training issues.
- Various safety inspector specialties should be involved when appropriate. For example, navigation specialists should be involved with evaluating special navigation operations.
- Additional CAAI resources may need to be located to accomplish the approval process.
- The Director of Civil Aviation may be requested to provide assistance with obtaining training quotas for selected inspectors or with obtaining information concerning exemptions.

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4.6.3. Inspector Responsibilities

Before granting initial approval for a specific curriculum or curriculum segment, the OI must ensure that the following evaluations are accomplished:

- 4.6.3.1 A side-by-side examination of the curriculum outline with the appropriate regulations and with the direction provided in this directive must be performed. This examination is to ensure that training will be given in at least the required subjects and in-flight training manoeuvres. It should also ensure that appropriate training would be given on safe operating practices.
- 4.6.3.2 An examination of the courseware developed or being developed by the operator must be performed. This review should include a sampling of available courseware such as training modules/lesson plans, audio-visual programs, flight manoeuvres and procedure documents, and student handouts. The courseware must be consistent with each curriculum and curriculum segment outline. From this review, the OI should be able to determine whether the operator is capable of developing and producing effective training courseware.
- 4.6.3.3 An inspection of training facilities, training devices, and instructional aids (which will be used to support the training) must be performed if the OI is not familiar with the operator's training program capabilities, as would be the case for initial air operator certification.
- 4.6.3.4 The training hours specified in each curriculum segment outline must be evaluated. An inspector should not attempt to measure the quality or sufficiency of training by the number of training hours alone. This can only be determined by direct observation of training and testing (or checking) in progress. Or, if not an initial certification, by examination of surveillance and investigation reports. The specified training hours must be realistic, however, in terms of the amount of time it will take to accomplish the training outlined in the curriculum segment so as to achieve the stated training objectives. During the examination of courseware, an inspector should note the times allotted by the operator for each training module. These times should be realistic in terms of the complexity of the individual training modules. The number of training hours for any particular curriculum segment depends upon many factors. Some of the primary factors are as follows:
 - Regulatory requirements.
 - Complexity of the specific aircraft.
 - Complexity of the type of operation.
 - Amount of detail that needs to be covered.
 - The experience and knowledge level of the students.
 - Efficiency and sophistication of the operator's entire training program (including items such as instructor proficiency, training aids, facilities, courseware, and the operator's experience with the aircraft).

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4.6.4. Granting Initial Approval

If after completing these evaluations, the OI determines that the curriculum or curriculum segment is satisfactory and adequately supported, and that the training hours are realistic, initial approval should be granted. Sometimes a portion of the submittal may appear to be satisfactory. However, if that portion is dependent upon another undeveloped portion or another unsatisfactory portion, initial approval must be withheld. For example, a PIC BE-100 initial equipment, flight training curriculum segment is satisfactory but related training modules within the initial equipment ground training curriculum segment are unsatisfactory. In such a case, it may be inappropriate to grant initial approval to the initial equipment flight training curriculum segment until the ground training curriculum segment is determined to be satisfactory.

4.6.5. Timelines of Initial Approval

During phase three of the approval process, the OI must establish priorities to ensure that, if appropriate, the granting of initial approval is not unnecessarily delayed. These priorities should assure that deficiencies are resolved so that initial approval can be granted before the operator's planned starting date for training.

4.7. EXPIRATION DATES FOR INITIAL APPROVALS.

When the OI determines that a training curriculum or curriculum segment should be initially approved, the OI must also determine an appropriate expiration date for the initial approval. The expiration date is important throughout phase four of the approval process when the operator conducts and the CAAI evaluates the training curriculum in the Demonstration Inspection Phase. ANR.OPS 326 or 435 requires the operator to obtain initial approval and final approval of training curricula. The initial approval expiration date provides an incentive to the operator for refining all aspects of the program to assure that this requirement is met. The expiration date also provides the OI with a time frame with which to plan evaluation activities for determining the effectiveness of the training. The expiration date assigned to an initially approved training curriculum must not exceed 24 months from the date of initial approval. The expiration date of initial approval may be reduced by the OI if it is apparent that a 24-month time frame will unnecessarily delay final approval. The OI should be aware that shortening the initial approval expiration date would commit him/her to completing the final approval phase within the shorter time period. The OI may grant final approval any time before the expiration date. Except when unforeseen circumstances preclude an adequate evaluation of training effectiveness, an extension to the initial approval expiration date should not be permitted. A new expiration date, however, may be established for a curriculum segment when there are significant revisions to an initially approved curriculum segment such as the case when an operator is establishing a new training programme or the CAAI is requiring changes.

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4.8. METHOD OF GRANTING INITIAL APPROVAL

4.8.1. Initial approval is granted by letter.

Sample letters granting initial approvals are included at the end of this paragraph (figures 1 and 2). The initial approval letter must include at least the following information:

- Specific identification of the curricula and/or curriculum segments initially approved, including page numbers and revision control dates.
- A statement that initial approval is granted, including the effective and expiration dates.
- Any specific conditions affecting the initial approval, if applicable.
- A request for advance notice of training schedules so that training may be evaluated.
- If the OI is authorising a reduction in the programmed hours specified by ANR.OPS 433, 435 a statement concerning the basis for the reduction in requirements.

4.8.2. Primary Record

An initial approval letter serves as the primary record of curriculum or curriculum segment pages that are currently effective. In the past, initial approval was stamped on each page of a curriculum. Although this method is no longer necessary, the OI and each operator may agree to use the method to account for revisions to training documents. If this method is used, the stamp must clearly indicate initial approval and the expiration date. Other acceptable methods include a list of effective curriculum or curriculum segment pages, or pages with a pre-printed signature and date blocks.

4.8.3. Inspector Responsibility

The original pages of the curriculum or curriculum segment shall be returned to the operator with the transmittal letter. These documents should be retained by the operator as an official record. A copy of the training curriculum or curriculum segment, with a copy of the transmittal letter granting initial approval attached, shall be maintained on file in the CAAI office by the OI during the period that the initial approval is valid. The OI shall also maintain on file with the curriculum all additional relevant supporting information.

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FIGURE 1

LETTER OF INITIAL APPROVAL

ABC Airlines
 Director of Operations/Training (as appropriate)
 (appropriate address)

Dear Mr. Smith:

Effective _____, initial approval is granted to ABC Airline's SD-330 Pilot in Command and Second in Command Initial Equipment Flight Training, pages 1 through 10, dated March 11, 0000. This training curriculum is initially approved in accordance with the provisions of ANR.OPS 433, effective March 30, 0000.

Initial approval of this training curriculum shall remain in effect until _____, (12- months later), or upon the granting of final approval, whichever occurs first. In accordance with ANR.OPS 433 ABC Airlines is requested to notify this office at least 14 days in advance of any training to be conducted under this program so that the CAAI may evaluate the effectiveness of the training.

/s/ Operations Inspector

FIGURE 2

LETTER OF INITIAL APPROVAL

ABC Airlines
 Director of Operations/Training (as appropriate)
 (appropriate address)

Dear Mr. Townsend:

This letter is in reference to ABC Airline's B-737 Pilot in Command and Second in Command Initial Equipment Ground Training curriculum, pages 100/1 through 100/15, dated April 14, 0000. This curriculum is granted initial approval, effective April 30, 0000. The approval is contingent upon a satisfactory evaluation of your advanced systems ground trainer scheduled for April 28 and 29, 0000.

The expiration date of this initial approval is April 30, (12-months later). This office requests ABC Airlines provide at least 14 days advance notice of any training to be conducted under this curriculum to allow for evaluation of the training in accordance with ANR.OPS 433.

Approval of the reduced training hours from the programmed training hours currently in effect will be based on the demonstrated improved training techniques available from your advanced systems ground trainer.

/s/ Operations Inspector

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4.9. METHOD OF DENYING INITIAL APPROVAL.

If the OI determines that initial approval of a proposed training curriculum or curriculum segment must be denied, the operator shall be notified in writing of the reasons for denial. This letter must contain an identification of the deficient areas of the training curriculum and a statement that initial approval is denied. It is not necessary that each minor deficiency, which resulted in the denial, be identified; however the major deficiencies should be outlined in the letter. It is the operator's responsibility to redevelop or correct the deficient area before resubmission to the CAAI. A copy of the denial letter and a copy of the proposed training curriculum or curriculum segment shall be kept on file in the CAAI office. Figure 3 is a sample letter of a denial of initial approval.

FIGURE 3

LETTER OF DENIAL OF INITIAL APPROVAL

ARK Airlines
 Director of Operations/Training (as appropriate)
 (appropriate address)

Dear Mr. Townsend:

This letter is in response to your request for initial approval of Revision 2 to ARK Airline's DC-9 Pilot in Command and Second in Command Recurrent Ground Training curriculum, dated August 2, 0000. Your request for initial approval of revision 2 is denied for the following reason:

More than 70 percent of your scheduled operations occur in areas, which during the winter months, are subject to cold weather, snow, ice, and sleet. Your pilot workforce must have adequate training in the safe operating practices associated with a cold weather environment, to enable them to cope effectively with such hazards. Revision 2 deletes training previously given on major aspects of cold weather operations and does not provide any identifiable instruction to your crews for operating flights in such conditions. Presently there is not another course of training for ARK Airline's pilots containing adequate information on cold weather procedures.

/s/ Operations Inspector

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4.10. EVALUATING INITIALLY APPROVED TRAINING CURRICULA - PHASE FOUR.

4.10.1. Demonstration

The Demonstration and Inspection Phase begins when the operator starts training under the initially approved curriculum. This phase should provide the operator with adequate time to test the program and the flexibility to adjust the program during CAAI evaluation. The OI must require an operator to provide ongoing schedules of all training and checking to be accomplished under an initially approved training curriculum. The OI must closely monitor training conducted under initial approval. Whenever possible, the first session of training conducted under initial approval should be monitored by the OI or a qualified operations inspector. A CAAI inspector does not need to observe every training session. A sufficient sampling of the training sessions, however, should be observed as a basis for a realistic evaluation. Inspectors qualified in the type aircraft, and other individuals knowledgeable of the curriculum subject matter, should assist in evaluating the training. During training under initial approval, the operator is expected to evaluate and appropriately adjust training methods as needed. Often adjustments can be made by changing courseware and instructional delivery without (or with only minor) revisions to the initially approved curriculum. Conversely, it may be necessary for the operator to substantially change the curriculum that may require another initial approval action by the OI before the changes can be put into effect. Sometimes proposed revisions may be transmitted to the OI just before the initial approval expiration date. If the change is significant, the OI may need to establish a different expiration date for the curriculum segment, or for the revised portions, to allow adequate time for a proper evaluation.

4.10.2. Deficiencies

During phase four, the operator must demonstrate the ability to effectively train crewmembers and flight operations officer/dispatchers. Each deficiency identified during the evaluation of training conducted under an initially approved curriculum must be discussed with the operator. If the deficiencies are significant, they must be documented and kept on file. In most cases, when the cause of a deficiency has been accurately identified, the operator will make the necessary changes to correct the deficiency to obtain final approval. Each significant deficiency that has been accurately identified must be immediately corrected. If an operator does not take appropriate corrective action, the OI shall advise the operator in writing that initial approval is withdrawn.

4.11. ELEMENTS AVAILABLE FOR EVALUATING TRAINING - PHASE FOUR

The OI must develop a plan for systematically evaluating training given under the initially approved training curriculum. This plan should remain in effect

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throughout the initial approval period. There are four elements that can be evaluated when assessing the overall effectiveness of training programs. These four elements are: curriculum segment outlines, courseware, instructional delivery methods and training environment, and testing and checking. These elements are interrelated; however, each can be separately evaluated.

4.11.1. Curriculum Segment Outlines

Before evaluating a training program, an inspector must become familiar with the contents of the curricula or curriculum segments to be evaluated. This preparation is essential if an inspector is to determine whether an operator has developed an effective course of instruction from its initially approved training curriculum. For initial certification, this would have been conducted in the Document Evaluation Phase.

4.11.2. Courseware

Direct examination of courseware includes reviewing materials such as training modules/lesson plans, workbooks, or flight instructor guides. The inspector must determine whether the courseware is consistent with the curriculum or curriculum segment and that it has been organized to facilitate effective instructional delivery. Courseware is usually the training program element that is most adaptable to revision or refinement. Inspectors must review at least a sampling of the courseware.

4.11.3. Instructional Delivery Methods

Direct observation of instructional delivery includes surveillance of training methods, such as instructor lectures, computer based instruction presentations, and in-flight instruction. Effective learning can only occur when an instructor is organized, prepared, and properly uses the courseware and various training aids. The inspector must determine that the instructional delivery is consistent with the courseware. For example, the inspector should note whether the instructor teaches the topics specified in the training module/lesson plan. Training aids and devices should function as intended during the instructional delivery. In addition, during training, the inspector should be sensitive to the type of questions being asked by students and should identify the reasons for any excessive repetition. These conditions may indicate ineffective instructional delivery or courseware. The inspector must also determine if the instructional environment is conducive to learning. Distractions, which adversely affect instructional delivery, such as excessive temperatures, extraneous noises, poor lighting, cramped classrooms or workspaces, are deficiencies because they interfere with learning.

4.11.4. Testing and Checking

Direct observation of testing and checking is an effective method for determining whether learning has occurred. Examining the results of

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tests, such as oral or written tests or flight checks, provides a quantifiable method for measuring training effectiveness. The OI must examine and determine the causal factors of significant failure trends.

5. .Task Outcomes

5.1. File the demonstration results.

5.2. If the results of the inspection are acceptable and no discrepancies are found the inspectors should:

5.2.1. Inform the operator (debrief).

5.2.2. Continue with the certification process.

5.2.3. Complete "final approval" documentation.

5.3. Future Activities

5.3.1. Schedule followup inspection as required.

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5.4. METHOD FOR GRANTING FINAL APPROVAL – PHASE FIVE

The granting of final approval of an operator's training curriculum should be based on the results of the evaluation, the OI must determine whether to grant or deny final approval of a training curriculum. This determination must be made before, the expiration date of the initial approval. If the OI decides that final approval should be granted, the following procedures apply:

5.4.1. Programs that Contain a List of Effective Pages.

Final approval of the training curriculum can be granted and documented by the OI on the List of Effective Pages. This means that the CAAI has given final approval of every page of the operator's training curriculum, as listed on that page, but only one CAAI approval block must be completed and signed.

5.4.1.1 The stamped page that documents final approval of the training curriculum and/or curriculum segment shall be stamped for approval, dated, and signed by the OI. The approval stamp that appears on the page should be a facsimile of the stamp that appears in this paragraph.

5.4.1.2 The original curriculum and/or curriculum segment must contain the one page that documents CAAI approval on the List of Effective Pages. The curriculum and/or curriculum segment must be transmitted to the operator with an approval letter signed by the OI in accordance with this directive.

5.4.2. Programs that do not Contain a List of Effective Pages.

The original and a copy of each page of the training curriculum and/or curriculum segment shall be stamped for approval, dated, and signed by the OI. The approval stamp shall appear on each page and be a facsimile of the following stamp:

CAA FINAL APPROVAL
OFFICE DESIGNATOR: _____
EFFECTIVE DATE: _____
NAME: _____
SIGNATURE: _____

5.4.3. Other Requirements

The original stamped curriculum or curriculum segment must be transmitted to the operator with an approval letter signed by the OI. This letter must specifically identify the curriculum or curriculum segment; contain a statement that final approval is granted; and provide the effective date of approval. This letter must also state that final approval shall remain in effect until otherwise notified by the CAAI that a revision is necessary in the interest of safety. If the OI is authorising a reduction in the programmed hours specified by regulations, the letter must contain a

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statement concerning the basis for reduction. A copy of the stamped curriculum or curriculum segment, and a copy of the approval letter must be kept on file in the CAAI office. Figures 4 and 5 are sample letters of final approval.

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FIGURE 4

LETTER OF FINAL APPROVAL ABC Airlines, Inc.
 Director of Training
 (appropriate address)

Dear Mr. Townsend:

Final approval is granted to ABC Airlines' Flight Attendant Recurrent Ground Training curriculum, for pages 1 through 5, dated May 21, 1987, and for pages 6 through 7, dated April 15, 0000.

The effective date of final approval is January 20, 0000. ABC Airlines may continue to train in accordance with this curriculum unless a revision is required by the CAAI in the interest of safety or, until ABC Airlines revises the curriculum.

Approval of a reduction in training hours from 16 hours to 8 hours is based on ABC Airline's continued use of the SAS A-300 cabin training mock-up.

/s/ Operations Inspector

FIGURE 5

LETTER OF FINAL APPROVAL ABC Airlines, Inc.
 Director of Operations
 (Appropriate address)

Dear Mr. Smith:

Final approval is granted to ABC Airlines, Inc., Beech 99 Pilot in Command Upgrade Ground Training curriculum, pages 1 through 6, dated December 10, 0000.

The effective date of this final approval is June 9, 0000. ABC Airline may continue to train in accordance with this curriculum unless a revision is required by the CAAI in the interest of safety or, until ABC Airlines revises the curriculum.

/s/ Operations Inspector

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5.5. WITHDRAWING APPROVAL OF TRAINING CURRICULA

Before withdrawing approval of a certificated operator's training curriculum or curriculum segment, the OI shall make reasonable efforts to convince the operator to make the necessary revisions. It is important to understand that withdrawing approval could be detrimental to the operator's business. The operator's ability to hold a certificate may be in question if a new curriculum is not submitted for initial approval within a reasonable period of time. A decision to withdraw approval must be based on sound judgement and justifiable safety reasons. When sufficient reasons are established, it is mandatory for the OI to take immediate action to remove CAAI approval from an ineffective or noncompliant training curriculum. When an approval is withdrawn, the OI must ensure that the operator clearly understands that any further training conducted under an unapproved curriculum is contrary to ANR.OPS requirements. The two methods for withdrawing approval of a training curriculum are as follows:

- Allowing an initially approved training curriculum to expire without granting final approval.
- Withdrawing approval of an initially approved training curriculum before the expiration date.

5.6. EXPIRED TRAINING CURRICULA

A training curriculum granted initial approval has an expiration date. Usually, this date shall not be later than 24 months after the initial approval date. If the OI does not grant final approval before the expiration date, training under that curriculum must terminate as of that date. Therefore, the OI shall not allow an initially approved curriculum to expire due to the CAAI's inability to administratively grant final approval. Final approval may not be granted to an operator's training curriculum for several reasons. One reason, for example, may be the operator's inability to achieve an acceptable level of training effectiveness during phase four. Another example of a reason for not granting final approval is the discontinued use of the initially approved curriculum. When the OI decides not to grant final approval before the expiration date, he/she must notify the operator of this decision in writing, at least 30 days before the expiration date. An operator not so notified, may mistakenly assume that the initial approval will continue in effect until receipt of notification of either final approval or termination. The notification letter should contain the reasons for allowing the curriculum to expire and should state that any further training under the expired curriculum will not be in compliance with regulatory requirements. An OI who fails to provide this 30-day notification must establish a new expiration date so that appropriate notification can then be given to the operator.

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**FIGURE 6
LETTER OF WITHDRAWAL OF
INITIAL APPROVAL**

ABC Airlines, Inc.
Director of Training (appropriate address)

Dear Mr. Roberts:

This letter notifies you that CAAI initial approvals of the following training curriculum segments are withdrawn, effective April 1, 0000:

1. The emergency training segment for the DC-9 Second in Command Initial New Hire Training curriculum, pages 9.1 through 9.3, dated 11/15/00.

2. The emer

T gency training segment for the DC-9 Pilot in Command Upgrade Training curriculum, pages 9.31 through 9.33, dated 6/1/00.

he investigation of the in-flight incident that occurred on ABC Airline's flight 943 on February 10, 0000 revealed that the flightcrew did not take positive action to isolate the source of smoke caused by malfunctioning cabin light ballast. During the CAAI interview, the flightcrew displayed a lack of concern about the importance of taking immediate and positive action to control in-flight fire and smoke. In addition, since this incident, inspectors from this office have been emphasizing fire and smoke combating procedures during oral testing of the DC-9 pilots taking the above listed training. These inspectors have observed that many of your DC-9 pilots have a serious lack of knowledge about fire and smoke control procedures and the use of firefighting equipment, particularly the type of extinguishers to be used in different classes of fire.

We have discussed these deficiencies with your staff and they have effectively revised the Emergency Training curriculum segment for the DC-9 PIC/SIC Recurrent Training. Your staff, however, advises that they will not revise the training curricula listed above. Therefore, CAAI initial approval is withdrawn. Initial approval can be re-obtained by revising the curriculum to require detailed instruction on fire and smoke control procedures and firefighting equipment.

It is contrary to Section 433 of the ANR.OPS Regulations, for an AOC holder to use pilots in commercial air transport operations who have not been trained in accordance with a CAAI approved training curriculum.

/s/ Operations Inspector