

**ICAO***International Civil Aviation Organization***Ninth Meeting of the Aerodromes Operations and Planning Sub-Group (AOP/SG/9)***Bangkok, Thailand, 30 June to 4 July 2025***Agenda Item 4: Provision of AOP in the Asia/Pacific Region****- Capacity Development and Trainings****DEVELOPING AERODROME PERSONNEL COMPETENCIES AND CAPACITY DEVELOPMENT PROGRAMMES IN MALAYSIA***(Presented by Malaysia)***SUMMARY**

This paper presents a comprehensive framework for strengthening the competencies of aerodrome personnel highlighting the broader capacity-building and training programs undertaken by Malaysia Airport Holdings Berhad (MAHB), an aerodrome operator in Malaysia.

1. INTRODUCTION

1.1 Aerodrome operations are complex and require a highly skilled workforce. The International Civil Aviation Organization (ICAO) and National Civil Aviation Authorities emphasize the importance of competency-based training and assessment to ensure personnel can perform their duties effectively.

1.2 Malaysia Airport Holding Berhad (MAHB) has proactively developed both general and industry-specific training programs to enhance the competencies of its workforce. In the aviation industry, the competence of aerodrome personnel is crucial to ensuring safety, efficiency, and compliance with international standards.

1.3 This paper outlines a framework for developing aerodrome personnel competencies, focusing on training, assessment, and continuous professional development.

2. DISCUSSION

2.1 Malaysia Airports Academy (MAA) plays an essential role in providing a comprehensive learning platform for the MAHB workforce. The academy consists of five (5) specialized schools:

- a) School of Aviation Security - recognized as an ICAO Aviation Security Training Centre;
- b) Airports Fire & Rescue;
- c) Engineering;
- d) Operations; and
- e) Management.

2.2 Each school focuses on delivering competency-based courses tailored to its specific discipline. The programs are developed in line with international standards such as ICAO Annex 14, Volume I, and ICAO Airport Service Manual (Doc 9137). On average, the academy conducts approximately 600 training sessions annually, attracting participants not only from Malaysia but also from various countries across the Asia-Pacific countries, including the Maldives, Bangladesh, Bhutan, and Brunei.

2.3 A selection of courses related to Aerodrome Operations currently offered by MAA is provided in **Appendix A, Table 1-1**.

2.4 To further strengthen workforce capability, MAHB has established comprehensive training guidelines designed for each specific role within the aerodrome. These training modules are developed internally to ensure alignment with the organization's operational needs, while also adhering to the standards and recommendations established by the ICAO and CAAM.

2.5 This structured approach ensures that all aerodrome personnel are equipped with the necessary skills and knowledge, adapt to technological advancements, and maintain compliance with evolving regulatory requirements. The guidance materials are derived from the ICAO Asia/Pacific Regional Guidance on Aerodrome Operations Personnel Competency Requirement Framework.

2.6 **Appendix B** presents a sample of the position-based training requirements from the Aerodrome Operational Training Guidelines, intended as a reference for implementation.

2.7 All training activities are scheduled on an annual basis, following a calendar established at the beginning of each year.

2.8 Beyond its standard training offerings, MAA is capable of developing bespoke courses to cater to specific group training needs.

Conclusion

2.9 MAA welcomes feedback from all members on our guidelines and training programs. We encourage participants from the APAC region to share their insights and engage with our learning opportunities.

2.10 We also invite training institutes from APAC States to explore potential collaboration opportunities with MAA. Through reciprocal partnerships, we aim to identify synergies and strengthen regional capacity in airport operations training.

3. ACTION BY THE MEETING

3.1 The meeting is invited to:

- a) deliberate the information contained in this paper; and
- b) discuss any relevant matters as appropriate.

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Appendix – A

Below is a selection of courses offered by Malaysia Airports Academy. Customized training programs can also be developed to meet specific needs. Further details are available upon request.

No.	Course Title	School
1	Certified Runway Inspector	Operations
2	Civil Aviation Directive 14	Operations
3	Civil Aviation Directive 19	Operations
4	Wildlife Hazard Management Plan	Operations
5	Aeronautical Information Publication (AIP)	Operations
6	Operation Commander	Airport Fire & Rescue
7	Rescue Fire Fighter	Airport Fire & Rescue
8	Heart Saver, First Aid & AED	Airport Fire & Rescue
9	Aerodrome Emergency Exercise	Airport Fire & Rescue
10	Aviation HAZMAT	Airport Fire & Rescue
11	Watchroom Operator	Airport Fire & Rescue
12	Airport Pavement	Engineering
13	Airfield Ground Lighting	Engineering

Appendix – B**Sample Position-based training requirements**

The training requirement based on positions ensures that operational personnel's competencies, skills, and knowledge are at the required level in accordance with current changes and challenges.

Airport Manager

Course	Module	Frequency	Mode of training delivery
Initial Training	i. Basic Airport Operations - eLearning ii. Fundamental SMS - eLearning iii. Human Factor iv. Media Crisis Handling	Training required for new Aerodrome staff and only when significant amendments/ changes are applied)	Virtual (online) / Physical (face-to-face classroom)
Recurrent Training	i. Civil Aviation Directives (CADs) 14 Vol.1 ii. Civil Aviation Directives (CADs) 19 iii. Airport Disable Aircraft Removal Plan iv. Competent Runway Inspector (CRI)	Every 3 years	
Specialized Training	i. ACI Certification Courses: - Global Safety Network Diploma (GSN) - AMPAP	Subject to requirement as and when required	

Head of Operations

Course	Module	Frequency	Mode of training delivery
Initial Training	i. Basic Airport Operations - eLearning ii. Fundamental SMS - eLearning iii. Human Factor	Training required for new Aerodrome staff and only when significant amendments/ changes are applied)	Virtual (online) / Physical (face-to-face classroom)
Recurrent Training	i. Civil Aviation Directives (CADs) 14 Vol.1 ii. Civil Aviation Directives (CADs) 19 iii. Radio Telephony iv. NOTAM v. Aeronautical Information Publication (AIP) vi. Aerodrome Inspection Program vii. Airport Wildlife Hazard Management Plan viii. Airport Disable Aircraft Removal Plan	Every 3 years	
Specialized Training	ACI Certification Courses: i. Global Safety Network Diploma ii. AMPAP	Subject to requirement as and when required	