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Doc 10052

# TRAINAIR PLUS Operations Manual (TPOM)

Fourth Edition, 2018



Approved by and published under the authority of the Secretary General

INTERNATIONAL CIVIL AVIATION ORGANIZATION





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TRAINAIR PLUS™

Doc 10052

# TRAINAIR PLUS OPERATIONS MANUAL (TPOM)

**2018** | **Fourth Edition**

International Civil Aviation Organization

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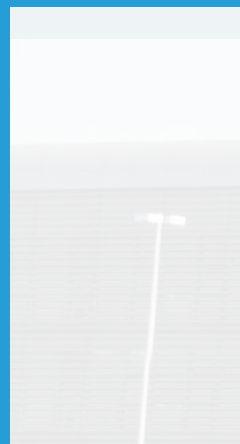
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# 1

## INTRODUCTION





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## 1.1 PURPOSE OF THE MANUAL

**1.1.1** Competent personnel are essential to establish, manage and operate safe air transportation systems. Training of aviation professionals plays a critical role in achieving safety objectives, and the International Civil Aviation Organization (ICAO) is committed to supporting Member States in implementing high-quality standards in civil aviation training. As outlined in the ICAO *Civil Aviation Training Policy*, the TRAINAIR PLUS Programme (TPP) is a key element in ICAO's strategy to achieve this goal. TPP provides its Members with support for new and existing civil aviation training centres (CATCs) through the provision of technical expertise and quality oversight. The result is a cooperative network of ICAO TRAINAIR PLUS centres that develop and share high-quality, standardized aviation training material for the benefit of all TPP Members.

**1.1.2** The *TRAINAIR PLUS Operations Manual (TPOM)* (Doc 10052) is published primarily to provide Member States, CATCs and TPP Members with information on the operations of the Programme. This manual sets forth the objectives and principles of TPP and details the rules and requirements related to TPP Membership, the assessment process, and the development, validation, and sharing of Standardized Training Packages (STPs) and other ICAO-recognized Training Packages. It also addresses the administration and oversight of TPP, including competency requirements for various training professional levels, information processes and quality assurance.

**1.1.3** The rules and operations of TPP, as set forth in this manual, supersede any rules and principles that may have been applicable to the former TRAINAIR Programme.

## 1.2 RELATED MANUALS

**1.2.1** The *Training Development Guide, Competency-based Training Methodology* (Doc 9941) provides a methodology for competency-based training. It serves as a guide to the development of training material in a consistent and systematic manner and also sets forth training development standards, making it practical for course material to be shared between participating TRAINAIR PLUS Members.

**1.2.2** The *Manual on the Approval of Training Organizations* (Doc 9841) provides information and guidance to licensing authorities and CATCs on the implementation of Annex 1 — *Personnel Licensing* to the *Convention on International Civil Aviation* (hereafter referred to as the Chicago Convention) and other Annex standards related to the approval of CATCs. It describes the process through which approval is granted to a CATC, the contents of an application proposal to become an approved CATC, and the quality assurance system needed to maintain approval.

**1.2.3** *The Procedures for Air Navigation Services — Training* (Doc 9868) contains material that provides for the uniform implementation of the training required for pilot licenses and ratings found in Annex 1 to the Chicago Convention. This document is complementary to the Standards and Recommended Practices (SARPs) contained in Annex 1 and specifies, in greater detail, the actual procedures to be applied by CATCs in providing training for aeronautical personnel.

**1.2.4** *The Supplement to Doc 10052*. All related TRAINAIR PLUS Programme fees will be published in the Supplement.

### 1.3 ACRONYMS

ANB	Air Navigation Bureau
ATED	Aviation Training Education Directory
ATO	Approved Training Organization
CAA	Civil Aviation Authority
CAP	Corrective Action Plan
CAPS	Civil Aviation Purchasing Services
CATC	Civil Aviation Training Centre
CDU	Course Development Unit
CTP	Compliant Training Package
DSA	Daily Subsistence Allowance
ECCAIRS	European Co-ordination Centre for Aviation Incident Reporting System
GAT	Global Aviation Training
GSI	Government Safety Inspector
ICAO	International Civil Aviation Organization
ICAO CDI/STD	ICAO Course Developer and Instructor Standardization Meeting
IQCD	ICAO Qualified Course Developer
ISD	Instructional Systems Design
ITP	ICAO Training Package
MT	Mastery Test
MoU	Memorandum of Understanding
NGAP	Next Generation of Aviation Professionals
OJT	On-the-job Training
PANS	Procedures for Air Navigation Services
PQs	Protocol Questions
PT	Progress Test
PTE	Post Training Evaluation
PTP	Partnership Training Package
RTCE	Regional Training Centre of Excellence



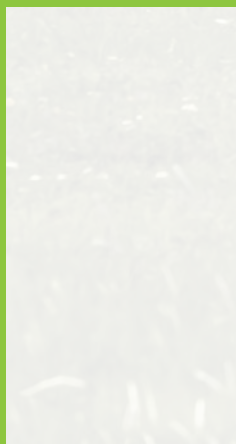
SARPs	Standards and Recommended Practices
SME	Subject Matter Expert
STP	Standardized Training Package
TAC	Training Assessment and Consultancy Unit
TCB	Technical Cooperation Bureau
TDC	Training Developers Course
TDD	Training Design and Development Unit
TIC	Training Instructors Course
TM	Trainee Manual
TMC	Training Managers Course
TPEMS	TRAINAIR PLUS Electronic Management System
TP-IQCD	TRAINAIR PLUS ICAO Qualified Course Developer
TPM	Training Procedure Manual
TPOM	TRAINAIR PLUS Operations Manual
TPP	TRAINAIR PLUS Programme
TPSC	TRAINAIR PLUS Steering Committee
TSA	Training Services Agreement





# 2

## ICAO AVIATION TRAINING POLICY





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## 2.1 TRAINING POLICY

**2.1.1** ICAO's objective in aviation training is to support the human resources development strategies established by Member States and the aviation community to ensure they have access to a sufficient number of qualified and competent personnel to operate, manage and maintain the current and future air transport system, based on international standards for safety, air navigation capacity and efficiency, aviation security and facilitation, economic development of air transport, and environmental protection. Aviation training is considered a support function of ICAO.

While ICAO shall encourage and advise governments and operators of training facilities, it will not be in competition with them, nor infringe upon Member States' sovereignty.

The scope of ICAO training may encompass all aviation-related areas, but will mainly focus on the development of courses in areas in which ICAO has intellectual property, such as Global Plans, SARPs, guidance material, global safety and air navigation issues, etc., in order to assist States, the aviation industry and aviation professionals with implementation of these provisions.

Aviation training shall only be undertaken by ICAO when it is determined that it is necessary to support Member States in the implementation of ICAO SARPs, Procedures for Air Navigation Services (PANS), air transport policies and guidance, and the rectification of identified deficiencies or other ICAO activity.

### 2.1.2 Implementation

ICAO shall provide information and advice to Member States, as well as operators of training facilities and other stakeholders, and shall cooperate, partner and/or collaborate, as appropriate, with other institutions, such as United Nations organizations, international and regional organizations, educational institutions and the industry. For the purposes of this document, the following definitions are used:

- a) **Training:** the acquisition of knowledge and skills provided by ICAO and/or CATCs associated with ICAO issuing a certificate of completion or a certificate of achievement with the ICAO emblem or an ICAO programme emblem;
- b) **Recognition:** a public statement of support, an acknowledgement of compliance. An ICAO recognition is a statement of support for the methods or practices of an aviation activity or organization, or its delivery of a certain type or quality of service or product that complies with specific ICAO provisions contained in the Annexes to the Chicago Convention and related guidelines;
- c) **Standardized training courses:** specific operational or functional training courses recognized by ICAO and developed by CATCs or ICAO through TPP or the use of an Instructional Systems Design (ISD) methodology;
- d) **Targeted training activity:** a mechanism for providing awareness or education using a specific/customized training activity coordinated through ICAO; and



- e) **Instructional systems design (ISD):** a formal process for designing training that includes analysis, development, design, implementation and evaluation.

All ICAO aviation training activities shall be planned, managed and coordinated by the ICAO Global Aviation Training (GAT) Office to ensure the efficient and effective implementation of this Policy.

### 2.1.3 The four pillars

The implementation of the ICAO *Civil Aviation Training Policy* is based on the following four pillars:

#### 2.1.3.1 TRAINAIR PLUS Programme (TPP)

TPP encompasses aviation training on matters related to safety and air navigation capacity and efficiency, and will evolve in due course to include training related to security and facilitation, taking into account the specificities of aviation security training, economic development of air transport, and environmental protection. The Programme is composed of four modalities of recognition as follows:

- a) **Recognized Training Organizations:** Training Organizations, upon application, shall be assessed by ICAO according to specific requirements of TPP. Training Organizations compliant with such requirements shall be recognized as TRAINAIR PLUS Members;
- b) **Regional Training Centres of Excellence (RTCEs):** In order to have optimal regional representation and cost savings, each ICAO region may have amongst its TRAINAIR PLUS Members at least one leading CATC, to be assessed by the GAT Office, according to a set of high-level criteria approved by the Secretary General. CATCs that comply with the requirements shall be recognized as RTCEs. They shall serve as focal points for the implementation of specific initiatives,



such as the Next Generation of Aviation Professionals (NGAP), runway safety, search and rescue, etc., and enable regional solutions towards specific long-term objectives;

- c) **Training courses:** Design and development of training courses shall be recognized by ICAO, according to ICAO Doc 9941; and
- d) **Trainers:** Trainers shall meet the requirements of the ICAO Instructor Qualification Process in order to be qualified.

### 2.1.3.2 Recognition by ICAO of aviation training activities

ICAO may recognize training activities (i.e. activity or product, such as targeted or ad hoc training) and the following principles shall be applied:

- a) the activity represents a direct benefit and added value for international civil aviation, promotes the ICAO Strategic Objectives and is consistent with global plans;
- b) there is a demonstration of compliance of the training activity with existing ICAO SARPs and guidance material;
- c) the activity has been structured using an ISD methodology, such as TRAINAIR PLUS or an equivalent methodology;
- d) there is a risk analysis and mitigation strategy for any significant risks identified for relevant ICAO programmes;
- e) every effort has been made to ensure ICAO incurs no additional liability as a result;
- f) the demonstration of compliance is confirmed through a documented quality assessment process; and
- g) the funding has been ensured.

The recognition of a training activity will be valid for a period determined by the Secretary General. ICAO has the right to withdraw recognition from a training activity at any time should the training activity fail to respect established requirements. All ICAO-recognized aviation training activities will be documented by the GAT Office.

### 2.1.3.3 ICAO-developed aviation training activities

ICAO may develop its own training activities to meet specific requirements or objectives, for instance, related to a technical cooperation or technical assistance project. The principles used for recognition of aviation training activities above will also apply in such cases.

### 2.1.3.4 Cooperation and partnership agreements

Agreements for cooperation and partnership between ICAO and Member States, United Nations organizations, international and regional organizations, educational institutions and the industry shall be pursued to the extent they help achieve the objectives of ICAO. Cooperation and

partnership agreements shall be decided upon by the Secretary General and established or pursued when it is determined that the training activity fulfils the following criteria:

- a) supports the implementation of ICAO SARPs and policies;
- b) helps achieve the objectives of ICAO's aviation training programme; and
- c) complements existing ICAO aviation training activities.

The GAT Office can provide training services to entities in the civil aviation field, without necessarily being a TPP Member. Under the aforementioned criteria, the aviation community can have access to the following GAT services for the development and implementation of their training plans, and the development of human talent and capacity-building, including, but not limited to:

- a) training delivery;
- b) training needs assessments;
- c) training development;
- d) training validation;
- e) training centre assessments;
- f) training evaluation; and
- g) consultancy services.

To receive these services, non-TPP members will enter into an agreement with ICAO using a Training Service Agreement (TSA), which contains the terms and conditions for the provision of the consultancy services by the GAT Office (Appendix E – TSA).

A detailed description of the Project(s), specifying which consultancy services will be set out in the Training Project Document(s) (Training PRODOC(s)) to the TSA, shall be agreed and signed by the requesting entity. The general template of the Training PRODOC is referred to in Annex 1 of Appendix E.

All services listed above are available for TPP Members. The provision of services is established in the TRAINAIR PLUS Operations Manual (TPOM), except for consultancy services which shall be provided under the framework of a TSA and a Training PRODOC containing corresponding terms and scope of the consultancy.

A TSA and Training PRODOC will be established and signed between ICAO and a TPP Member, in such a case a specific agreement is reached between the parties for provision of any service not covered by the terms in TPOM.

Further to the above, the GAT Office, in collaboration with ICAO's Technical Cooperation Bureau (TCB), can support aviation communities in the provision of ICAO-specialized consultancy services, expertise, and technical support in training, human resource development, and capacity-building, including:

- a) training plans;
- b) skills reviews;



- c) job descriptions;
- d) performance evaluation systems;
- e) organization analyses;
- f) human resources needs assessments;
- g) consultancy in the establishment and development of CATCs;
- h) procurement; and
- i) infrastructure.

For this purpose, a TCB Management Service Agreement, Lump Sum Agreement, Civil Aviation Purchasing Services, or Trust Fund Agreement shall be established between the interested customer and TCB.

#### **2.1.4 Training Models**

The following financing models shall be applicable to training and recognition of training activities undertaken by ICAO:

- a) technical assistance, where the financing of activities comes from the Regular Programme and/or voluntary funds; and
- b) technical cooperation, where the activities are financed by States or donors and the funds are managed by TCB.

#### **2.1.5 Intellectual property and use of ICAO's name and emblem**

Every effort shall be made to ensure the intellectual property of ICAO is protected and no harm to ICAO's reputation shall result from aviation training activities provided by a third party using the ICAO name or emblem.

The use of ICAO's name and emblem shall be in full conformity with established policies and procedures.

#### **2.1.6 Publication**

All relevant information related to ICAO's aviation training activities shall be published on the ICAO website at [www.icao.int/training](http://www.icao.int/training).

#### **2.1.7 Applicability**

The ICAO Civil Aviation Training Policy is applicable to all aviation training activities provided by ICAO Bureaus, Regional Offices, CATCs that are TPP Members, and/or CATCs issuing a certificate of completion or achievement with an ICAO emblem or special ICAO programme emblem.

## 2.2 ICAO GLOBAL AVIATION TRAINING (GAT) OFFICE

**2.2.1** In 2013, the 38th Session of the ICAO Assembly adopted Assembly Resolution A38-12, Appendix D, to address the scope of ICAO training activities. The Assembly mandated ICAO to assist Member States in achieving and maintaining competency of aviation personnel through ICAO training programmes. In line with this Assembly Resolution, the ICAO Civil Aviation Training Policy was subsequently endorsed by the Council during the fourth meeting of its 202nd Session (202/4) with the objective of supporting human resources development of Member States to ensure they have access to a sufficient number of qualified and competent personnel.

**2.2.2** The GAT Office, established in January 2014, is responsible for the planning, management and coordination of all ICAO aviation training activities ensuring the efficient, effective and harmonized implementation of the ICAO Training Policy. Other revisions to the ICAO Training Policy were approved on 25 May 2016 during the sixth meeting of the ICAO Council at its 208th Session (208/6). Moreover, the 39th ICAO Assembly unanimously supported the GAT Office's training activities and endorsed its work plan for the triennium 2017-2018-2019. The Assembly also expressed its support for the establishment of a training and capacity-building roadmap by States facing a shortage of qualified competent aviation personnel.

**2.2.3** The GAT Office manages training in an orderly sequence starting with assessments of training organizations to evaluate their level of accomplishments with international standards, followed by the standardization of design and development of their course material in three stages: analysis, design, and production to identify training needs and the permanent cycle of evaluation. In addition, the GAT Office generates partnership agreements to implement ICAO-recognized courses throughout its global network of training centres that share access to the GAT catalogue. The GAT Office also defines training standards and encourages States to harmonize their training programmes.

### GAT Vision

Lead human resources development in aviation.

### GAT Mission

Establish coordinated, effective and efficient mechanisms to support the development of human resources in aviation, appealing to Member States and the industry.

### GAT Objectives

The objectives of the GAT Office are to facilitate the global implementation of ICAO provisions, set up acceptable training and qualifications standards and frameworks, and provide guidance to States and the industry in skills development.

### GAT Organization

The GAT Office comprises three units supporting all ICAO training activities: TRAINAIR PLUS Programme (TPP), Training Design and Development (TDD), and Training Assessments and Consultancy (TAC). ISD methodologies in the development and delivery of ICAO training activities are applied to ensure all processes of analysis, design, development, implementation, and evaluation of training courses.



#### 2.2.4 Training Design and Development (TDD)

TDD is responsible for the development methodology of all ICAO-recognized Training Packages, in compliance with ICAO Doc 9941. Responsibilities include, but are not limited to managing: the development, validation and evaluation of ICAO courses; the development and validation of ICAO Training Packages (ITPs) in collaboration with RTCEs; the development and validation of the Standardized Training Packages (STPs); the development and validation of the Compliant Training Packages (CTPs); and the qualification process of ICAO-qualified instructors and ISD validators.

#### 2.2.5 Training Assessments and Consultancy (TAC)

TAC is responsible for managing all activities related to TRAINAIR PLUS assessments. Responsibilities include, but are not limited to: planning and conducting assessments of CATCs using reference documents; conducting and coordinating training needs analysis with CATCs, States and other stakeholders to ensure their compliance with ICAO requirements; providing advice to States, aviation industry and training institutions on ICAO provisions regarding training requirements; supporting CATCs in the implementation of their corrective action plan (CAP) resulting from the assessments and in the development and implementation of a quality system to ensure their ability to deliver quality training; and managing direct communication forums for CATCs, States and the industry through the organization of workshops, and global and regional symposia.

### 2.3 TRAINAIR PLUS PROGRAMME (TPP)

**2.3.1** TPP is a cooperative network of training organizations and industry partners working together to develop and deliver ICAO-recognized training packages. TPP's mission is to improve safety and efficiency of air transport, while establishing, maintaining, and monitoring the high standards of training and competency of aviation personnel on a worldwide basis and in a cost-effective manner. TPP promotes training collaboration for the purpose of providing safe, secure, and sustainable development of global air transport. Launched in 2010, TPP:

- a) benefits from more than 25 years of experience and expertise from its predecessor programme, the TRAINAIR Programme, in the areas of training development and sharing, capacity-building, as well as instructional delivery;
- b) provides valuable ICAO support to its Member States and the aviation industry through the implementation of high-quality standards in civil aviation training and capacity-building; and
- c) assists in implementing sustainable human resources development strategies, consistent with ICAO A38-12, Appendix D, Qualified and Competent Aviation Personnel.

The list of potential candidates includes, but is not limited to training arms of civil aviation authorities (CAAs), airlines, airports, maintenance organizations, private training organizations recognized by their State; and training centres involved in any specialized aviation-related safety training.

TPP uses two tools: a methodology to develop standardized courses in civil aviation disciplines; and a sharing system of training packages.

### 2.3.2 The Objectives of TRAINAIR PLUS

**2.3.2.1** ICAO has an important role to play in ensuring the civil aviation community, especially States, have access to a pool of qualified professionals needed to support the safe, secure and sustainable development of air transport. ICAO defines training standards and encourages States to harmonize their training programmes to enhance their aviation personnel's capabilities to the highest possible level. The objectives of TPP are to:

- a) promote the implementation of an affordable competency-based approach for aviation training;
- b) streamline and facilitate the implementation and development of the TRAINAIR PLUS methodology used in STPs;
- c) coordinate and supply technical support for the training of course developers;
- d) provide quality control throughout the STP development process; and
- e) operate an international STP-sharing system and cooperative training network.

**2.3.2.2** TPP is based on three inter-related tools:

- a) development of standardized training material;
- b) establishment of an international sharing mechanism of training courses; and
- c) creation of an international sharing network between public as well as private centres.

**2.3.2.3** TPP addresses all fields of civil aviation activities, from basic equipment and systems training supporting new implementation projects, to graduate level courses for a variety of civil aviation professionals. Member States, international and regional organizations, airlines, airports, air navigation service providers, manufacturers, training and education providers and development organizations may be join the Programme.

### 2.3.3 Programme Principles

**2.3.3.1** TPP and its related activities are governed by the following principles: cooperation, timeliness, quality, value recognition, professionalism, accountability, transparency, fairness, consistency, and cost-recovery.

- a) **Cooperation:** TPP is a cooperative system that seeks to benefit as many CATCs as possible through the sharing and transfer of knowledge and technical expertise throughout the aviation community on a worldwide basis.
- b) **Timeliness:** TPP delivers timely, relevant information and training to its Members at all times.
- c) **Quality:** Internal quality control and quality assurance processes are established and implemented by the GAT Office for the systematic and objective delivery of all TPP products and customer satisfaction.



- d) **Value recognition:** While new cost-recovery mechanisms have been introduced, the Programme offers value to Members by providing material-dependent courses, validated by skilled, competent expert validators.
- e) **Professionalism:** TRAINAIR PLUS activities, including the delivery of training courses, development of STPs and performance assessments, are conducted by appropriately qualified experts.
- f) **Accountability:** TRAINAIR PLUS Members are accountable for the quality of their course material offered to other Members, under supervision of the GAT Office. While the new STP development system is structured to be more autonomous, Members must ensure their STPs are current to remain in good standing.
- g) **Transparency:** All methodological aspects of the Programme, including the assessment process, are available to interested CATCs and other parties; however, individual assessment results are kept confidential between ICAO, the assessed CATC and CAA of the concerned State.
- h) **Fairness:** TPP promotes fairness in all aspects of its activities, from the evaluation of facilities during the Associate Membership assessment process, to the sharing of STPs available through the TRAINAIR PLUS library.
- i) **Consistency:** TRAINAIR PLUS assessments are conducted in a consistent and objective manner through the training and approval of assessors, provision of guidance material contained in this manual, and application of internal quality control processes. While individual Members are responsible for updating their STPs, the Programme reserves the right to eliminate outdated STPs. Although the owner retains the rights to their course material, the course will no longer be considered an STP.
- j) **Cost-recovery:** TPP operates on a cost-recovery basis, with all technical support costs covered by Members.

### 2.3.4 Categories of Membership

**2.3.4.1** TPP is open to the aviation industry, government and private training Institutions, CAA, CATCs and operators, provided they are recognized or approved by their respective governments.

**2.3.4.2** ICAO's Appendix 2 of Annex 1 and Doc 9841 establish ICAO guidance and requirements for training organizations that provide training services for the issuance of an aviation personnel license or rating. With the objective of harmonizing the training approach of all its Members, TRAINAIR PLUS has implemented these requirements as a minimum standard to be met by all training organizations willing to join its network, regardless of the type of training provided (i.e. whether issuing a license or rating after completion of training or not).

**2.3.4.3** The network consists of the following five categories of Membership:

- a) **Associate Members:** CATCs that successfully pass an on-site assessment. To become a TRAINAIR PLUS Associate Member, new applicants must complete the online application and successfully pass the TRAINAIR PLUS on-site assessment, conducted by an



ICAO-qualified assessor, to determine compliance of the applicant with the criteria described in the ICAO *Training Organization Assessment Guidelines* and the TRAINAIR PLUS Protocol Questionnaire, based on ICAO Annex 1 — Personnel Licensing and Manual on the Approval of Training Organizations (Doc 9841).

- b) **Full Members:** TRAINAIR PLUS Members that develop STPs. CATCs that wish to improve and consolidate competency-based training within their organizations must develop an STP, including the provision of On-the-Job Training (OJT) to their course developers, conducted by an ICAO-qualified validator. Once the STP is validated by ICAO, the applicant will be granted TRAINAIR PLUS Full Member status.
- c) **Regional Training Centers of Excellence (RTCEs):** TRAINAIR PLUS Full Members in their region that can develop ICAO courses using ICAO provisions (Annexes to the Chicago Convention and guidelines). This Membership category offers additional partnership with ICAO for the development of ITPs. (For the implementation of ITPs developed by RTCEs, refer to Appendix D). RTCEs will be assessed by the GAT Office according to a set of high-level criteria described in Electronic Bulletin EB 2017/6 dated 12 January 2017. CATCs that comply with these and other requirements, such as regional distribution, will be recognized as RTCEs.
- d) **Corporate Partners:** The TRAINAIR PLUS Corporate Partnership is geared for tertiary education providers, such as Universities, regional and international aviation oriented organizations, public institutions and aviation agencies as well as industry companies that wish to participate in the various TRAINAIR PLUS Programme activities. As a Corporate Partner, an organization will develop and deliver a TRAINAIR PLUS Partnership Training Package (PTP). PTPs are training packages developed to respond to global and regional training needs as well as to support the implementation of ICAO SARPs and aviation global plans.



### 2.3.5 Course Development Methodology

**2.3.5.1** TPP supports its Members in developing any of the four categories of ICAO-recognized courses through its training development methodology contained in ICAO Doc 9941. All ICAO-recognized courses, including e-learning and issuing a certificate of achievement with the ICAO emblem or an ICAO programme emblem, must comply with ICAO Doc 9941.

### 2.3.6 ICAO-Recognized Courses

**2.3.6.1** The ICAO portfolio of training packages is either developed by ICAO, TRAINAIR PLUS Members or partners. A training package comprises training material produced in accordance with a competency-based methodology, based on ICAO Doc 9941. Each training package contains necessary instructional material for trainees and instructors. Listed below are training packages that qualify for ICAO recognition:



- a) **ICAO Training Package (ITP):** A competency-based training course developed by ICAO, or an RTCE in cooperation with ICAO, in compliance with ICAO Doc 9941, focusing on the implementation of ICAO SARPs and guidance material;
- b) **Standardized Training Package (STP):** A competency-based training course developed by a TPP Full Member or an Associate Member for its first STP, in compliance with ICAO Doc 9941, focusing on operational practices, using national regulations and procedures, and/or industry requirements;
- c) **Compliant Training Package (CTP):** An existing course adapted to comply with ICAO Doc 9941, focusing on operational practices, using national regulations and procedures, and/or industry requirements, referencing ICAO SARPs and guidance material; and
- d) **Partnership Training Package (PTP):** A training or educational programme in aviation developed within the framework of a partnership agreement with a Corporate Partner or an industry partner. This package will be established or pursued when it is determined that the training activity fulfils the following criteria:
  - i. complies with ICAO SARPs and policies;
  - ii. helps achieve the objectives of ICAO’s aviation training programme;
  - iii. complements existing ICAO aviation training activities; and
  - iv. represents a significant contribution to the aviation community.

### 2.3.7 International Sharing System

**2.3.7.1** STPs constitute the core of TPP’s sharing mechanism to enhance the standardization and reduce the cost of training in technical and operational fields. TPP Members can purchase and implement other Members’ STPs. Owners of STPs will be financially rewarded for each implementation of their STP. Since this approach is standardized among all Members, an STP produced by one Member can be used by any other Member with minor adaptations. ICAO facilitates the sharing of STPs through the TRAINAIR PLUS Electronic Management System (TPEMS).

### 2.3.8 Application to TRAINAIR PLUS

**2.3.8.1** Potential Members wishing to join the Programme should follow the online application process by visiting the Global Aviation Training website at [www.icao.int/training](http://www.icao.int/training) and clicking on “Applying to the TPP” button under the TRAINAIR PLUS tab in the menu bar.

### 2.3.9 TRAINAIR PLUS Steering Committee (TPSC)

**2.3.9.1** All Members must comply with the rules, regulations, and operating mode of TPP, established by ICAO. Since the launch of the Programme, a mechanism for participation and contribution by Members was needed in order to assist and advise TPP in its strategic planning. To this effect, ICAO decided to set up a TRAINAIR PLUS Steering Committee (TPSC) in 2012.

**2.3.9.2** TPSC has an advisory role to ICAO, offering guidance and advice on the development and improvement of TPP. TPSC therefore prepares and submits suggestions to improve the implementation and strategic planning of the Programme, in order to make it more attractive, effective, efficient and user-friendly. It is the responsibility of TPSC to implement a communication mechanism between all categories of TPP Members to ensure their views are considered. Consequently, TPSC may comment and provide advice in the following areas:

- a) ensuring the programme reflects and meets Members' needs;
- b) evolution of TPP over time (long-term vision and improvements);
- c) membership process;
- d) course development and exchange process;
- e) implementing a communication mechanism to ensure the participation of all Members in strategic planning; and
- f) development and implementation of new activities.

**2.3.9.3** TPSC may organize sub-committees under its direction involving the voluntary participation of other TPP Members to tackle specific tasks, as needed.

**2.3.9.4** ICAO's responsibilities include, but are not limited to: managing and operating TPP; interacting with the TPSC and assisting its Members; managing and maintaining the Programme tools and website; providing periodic reports to TPP Members; organizing TPSC meetings and produce corresponding meeting minutes, and organizing TPSC elections.

**2.3.9.5** TPSC is composed of 14 Members elected among TPP Full Members and RTCEs. Training organizations are TPSC Members, not individuals working for them. TPSC Members shall nominate a representative who will represent the training organization during the term of its mandate as a TPSC Member. TPSC Members are invited to nominate alternate representatives to ensure adequate succession planning. Therefore, alternates are also encouraged to attend TPSC meetings.

**2.3.9.6** Should a representative of a TPSC Member cease its activity, the training organization shall nominate another representative and inform ICAO of this change as soon as possible and, in all cases, within a maximum period of one month.

**2.3.9.7** The Chairman and two Vice-Chairmen of TPSC are elected among the 14 TPSC Members during the first meeting of a new TPSC term for a three-year period and they should preferably be from different regions.

**2.3.9.8** In order to ensure continuity of TPSC activities, a six-month extension could be granted to allow flexibility, if needed, as TPSC elections are likely to be conducted through an online system prior to global aviation training symposia.

**2.3.9.9** The Manager of TPP (M/TPP) assumes the responsibility of the TPSC Secretariat with technical assistance from GAT staff. M/TPP can delegate another GAT representative to act on his behalf.



**2.3.9.10** The GAT Office is responsible for organizing TPSC meetings, recording and confirming meeting minutes, distributing information and completing other tasks as needed to support TPSC.

**2.3.9.11** The TPSC must meet face-to-face at least once a year. These annual meetings could be convened during a TPP event, or, alternatively, at ICAO Headquarters, or at the invitation of a TPP Member.

**2.3.9.12** It is mandatory that TPSC Members attend TPSC meetings. Failure to attend two consecutive TPSC meetings will result in the exclusion of the TPSC Member from the following election.

**2.3.9.13** In the event that a TPSC Member relinquishes their TPSC position, a replacement will be proposed by the GAT Office for approval by TPSC. The nominated candidate will be selected from a pool of candidates with the most number of votes from the previous TPSC election.

**2.3.9.14** Any TPP Member can attend TPSC meetings as an observer. In this case, the TPP Member should inform the GAT Office at least three weeks before the date of the TPSC meeting for logistical purposes. TPSC meeting dates will be posted on the GAT website at least two months prior to the meeting.

**2.3.9.15** The minimum quorum to conduct a TPSC meeting is eight Members. If the quorum is not obtained, the TPSC meeting is postponed to a later date and within a maximum timeframe of six months. Should there be no GAT event scheduled within the upcoming six months of the postponement, and should there be no other opportunity to organize a face-to-face meeting, then a TPSC meeting could be organized through a teleconference, on an exceptional basis. The teleconference also requires a minimum quorum of eight Members.

**2.3.9.16** Should the TPSC Chairman be absent from a TPSC meeting, the first Vice-Chairman will automatically take the role of Chairman. Should both the Chairman and first Vice-Chairman be absent from a TPSC Meeting, the second Vice-Chairman will take the role of Chairman. Should all three be absent, the TPSC meeting will be postponed.

**2.3.9.17** All TPSC meetings are conducted in English. All documents and minutes are available in English only.

**2.3.9.18** The GAT Office will organize elections to reconstitute the TPSC representation once every three years from the date of the election of the previous TPSC. A six months extension could be granted to allow flexibility, as the ensuing TPSC meeting is likely to be conducted in conjunction with GAT events to facilitate travel plans of all Members.

**2.3.9.19** The GAT Office will manage and supervise the election process through a web based voting system through the TRAINAIR PLUS electronic Management System (TPEMS), in order to facilitate the participation and follow up of all members.

**2.3.9.20** Eligible candidates wishing to become TPSC Members must be TPP Full Members or RTCEs with no outstanding invoice payment owed to the GAT Office at the time of their application. Interested candidates should officially apply through TPEMS.

**2.3.9.21** Current TPSC Members may apply for re-election after they have ceased to perform their three-year term as TPSC Members.


**2.3.9.22** TPP membership categories eligible to vote are: Associate, Corporate, Full and RTCE. All TPP Members voting in the TPSC election should not have any outstanding payment of its annual membership fee. TPP will have the electronic list of all TPP Members and will record TPP Members' votes. TPP Members cannot delegate their voting right to another TPP Member.

**2.3.9.23** Each member will use one vote through TPEMS, and the 14 candidates with the most votes will be elected to form the Committee for the new three-year term.

**2.3.9.24** The newly elected TPSC will conduct its first TPSC meeting shortly after the election, in conjunction with global aviation training events. The first item on the agenda will be the election of the Chairman and Vice-Chairmen among the 14 Members. The newly elected Chairman will chair the first TPSC meeting of its term.

## 2.3.10 TRAINAIR PLUS Electronic Management System (TPEMS)





### TRAINAIR PLUS

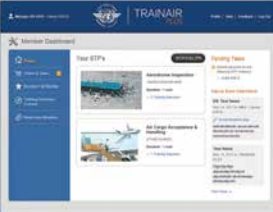
**Electronic Management System (TPeMS):**  
Simplifying the way your training is delivered

---

THE TPeMS IS AN ON-LINE MANAGEMENT SYSTEM SUPPORTING A WORLDWIDE NETWORK OF AVIATION TRAINING CENTRES THAT ARE MEMBERS OF THE TRAINAIR PLUS PROGRAMME.

THE TPeMS PROVIDES USER-FRIENDLY AND SECURE ACCESS TO THE FOLLOWING ON-LINE FEATURES:

- a Standardized Training Package (STP) Library;
- a virtual training management office;
- a platform to assist members in developing their STPs; and
- standardized flowcharts and application forms.



**CLICK HERE**

Once on the TRAINAIR PLUS website, click on the Members Only link from the left menu.

**2.3.10.1** TPEMS is a comprehensive system that manages all aspects of TPP. It includes the following processes:

- a) membership application;
- b) assessment processes;
- c) development of the first STP to achieve Full Membership;
- d) development of ICAO-recognized courses (CTPs, ITPs, PTPs, STPs);



- e) ordering of courses through the TRAINAIR PLUS library;
- f) hosting of TRAINAIR PLUS courses;
- g) production of certificates;
- h) submission of training evaluation forms;
- i) communication with each other through Member News;
- j) qualification process of instructors;
- k) scholarships; and
- l) post-training evaluation.

### **2.3.11 GAT and TPP Events**

**2.3.11.1** An important element of TPP is the opportunity for all Members to meet and share their knowledge and ideas during the annual Global Aviation Training and TRAINAIR PLUS Symposium. Since TPP is a cooperative network of training organizations, communication between Members is very important and therefore the participation of TPP Members at such events is highly encouraged. Award ceremonies are held at these symposia to recognize the achievements of TPP Members, who are presented with prizes to top performing training organizations in categories ranging from the highest number of validated STPs to the highest number of delivered ICAO courses, to name a few. Ceremonies are also held at other GAT events for TRAINAIR PLUS Members, who join TRAINAIR PLUS or upgrade their membership status.

**2.3.11.2** Understanding that it may be costly and difficult for all TPP Members to attend annual symposia, the GAT Office also organizes regional events on a regular basis, which allow TPP Members from certain regions to network. The GAT/TPP global and regional events are of great interest to executives and senior staff involved in training operations and are open to all TPP Members and participants with an interest in aviation training. The objectives of these events are to inform participants about the latest trends, techniques and tools currently available in aviation training worldwide, provide international fora to exchange best practices and experiences in aviation training, increase awareness of ICAO training programmes, and establish effective communication links at an international level in the field of human resources development and training between ICAO and States, training organizations, regional organizations, operators and the industry.

**2.3.11.3** The GAT Office also organizes Course Developer and Instructor Standardization (CDI/STDs) Meetings. These meetings provide fora for course developers, instructors and training professionals, involved in course development and delivery, to share best practices with the objective of enhancing the TPP framework.

**2.3.11.4** Since the beginning of the Programme, GAT and TP events have been graciously hosted by TPP Members with the support of their governments. The GAT Office is typically responsible for the format and content of the symposium programme while the host organization ensures the smooth logistics of the event. Any TPP Member and State is welcome to host one of the GAT events listed above by contacting the GAT Office to obtain guidelines.

## 2.4 SUSPENSION AND REVOCATION

**2.4.1** Non-compliance by the CATC with TPP requirements, including technical aspects subject to successful assessment or failure to submit payment of fees in a timely manner, will result in the temporary suspension of its membership. ICAO will also advise the CATC in writing of any deficiencies noted and/or non-compliance with the requirements. The CATC will be required to submit a CAP acceptable to ICAO to address deficiencies and/or settle outstanding payments. If no action is taken within the prescribed time, ICAO will revoke the CATC's membership and publish the information to those concerned, including all Members.

**2.4.2** The following infractions will be cause for suspension or revocation of membership:

- a) non-payment of fees within three months (without justification);
- b) failure to adhere to the rules of the Programme;
- c) inappropriate use of the Programme logo (only certificates issued by ICAO for courses conducted by ICAO or ordered through the TRAINAIR PLUS library can include the TRAINAIR PLUS logo); and
- d) inappropriate use of certificates issued by ICAO for ICAO-recognized courses. These courses shall only be taught by authorized instructors.

## 2.5 ICAO AVIATION TRAINING AND EDUCATION DIRECTORY

**2.5.1** The ICAO Aviation Training and Education Directory (ATED) is a collaborative effort between ICAO's Next Generation of Aviation Professionals (NGAP) Programme and the GAT Office. What was previously known as the Aviation Tertiary Education Directory has merged with the Aviation Training Directory to become a new search engine and networking platform for aviation professionals. This new platform is an essential component of TPP, which has undergone a significant overhaul by offering a comprehensive user-friendly search mechanism, in order to increase visibility of training organizations' and academia services. It allows CATCs within the TPP network to enhance their online visibility by creating a public training centre profile page on the ATED, complete with information on their organization and course portfolio. By profiling TPP Members on the ATED, they can benefit from expanding their network and growing a client base of trainees and aviation stakeholders across ICAO Member States.

**2.5.2** The ATED will encompass TPP Members, government-approved training organizations, and academic institutions that offer aviation-related courses and programmes, with the aim of creating a larger and more united international aviation community. In the future, the ATED will be linked to the Training Needs Assessment (TNA) tool to facilitate the search for specific ICAO or other training packages.

3

TRAINAIR PLUS  
PROGRAMME (TPP)  
MEMBERSHIP





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## 3.1 GENERAL BENEFITS OF MEMBERSHIP

**3.1.1** Members of the TPP enjoy the benefits of being part of an established international cooperative network of CATCs. Through the international sharing network, Members have access to all STPs prepared by other Members, and can import and adapt STPs to meet their local conditions.

**3.1.2** Through TPP, Members can progressively upgrade their curriculum by applying to the TRAINAIR PLUS course development methodology and accessing a pool of validated STPs.

**3.1.3** TPP provides a forum that supports cooperation among Member States and a programme for Members to exchange training best practices. Members are expected to participate in all TRAINAIR PLUS events, as well as other relevant ICAO activities.

**3.1.4** Full and Associate Members, and RTCEs may use the TRAINAIR PLUS and ICAO logos on their publications and letterheads. However, TRAINAIR PLUS and ICAO logos should not be used on course certificates for courses that are not recognized by ICAO. A certificate will be issued electronically by ICAO to the Member per each course participant for TRAINAIR PLUS courses and courses using STPs and ITPs. A reference code will allow the tracking and reporting of all training activities.



## 3.2 MEMBERSHIP REQUIREMENTS AND BENEFITS

**3.2.1** The following grid summarizes the requirements and benefits for each TPP category of Membership:

### TRAINAIR PLUS Programme (TPP) Membership Benefits

	ASSOCIATE	FULL	RTCE	CORPORATE
Government training organization	•	•	•	
Private training organization	•	•	•	
International organizations, academic institutions, and aviation industry companies				•
Assessment and reassessment every three years	•	•	•	
Payment of annual fee	•	•	•	
Technical assistance to develop new courses	•	•	•	•
Continuous access to TPEMS	•	•	•	•
Support to establish a CDU	•			
Host TRAINAIR PLUS courses	•	•	•	•
Production of certificates through the TPEMS	•	•	•	•
Listing in the ICAO ATED	•	•	•	•
Generate revenues through the selling of ICAO courses		•	•	•
Develop joint courses with ICAO	•	•	•	•
Develop STPs	•	•	•	
Develop ITPs			•	
Develop CTPs	•	•	•	
Develop PTPs				•
Link to Members' websites via the TRAINAIR PLUS website	•	•	•	•
Technical support and expertise to implement a wide array of training solutions tailored to Members' needs	•	•	•	•
Preferential fees for a wide range of ICAO courses	•	•	•	•



## 3.3 MEMBERSHIP REQUIREMENTS



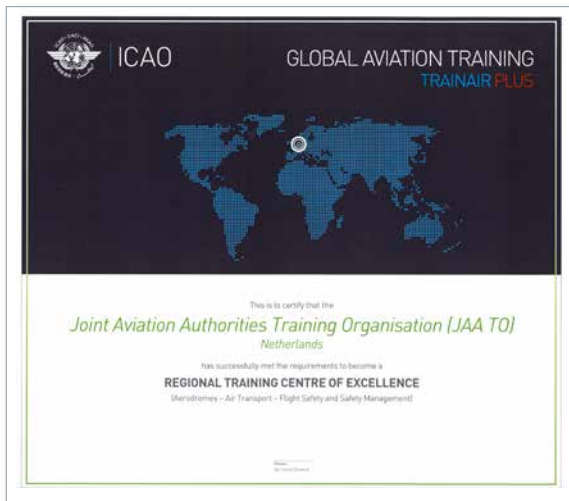
**3.3.1** In order to qualify as an Associate Member, a CATC shall:

- a) agree in writing to abide by the rules of the Programme, as described in this manual;
- b) undergo a successful TRAINAIR PLUS assessment and fully implement the CAP to the satisfaction of ICAO;
- c) designate a focal point for all TRAINAIR PLUS activities;
- d) participate, on a regular basis, in TPP regional and global activities;
- e) use at least one STP per year;
- f) agree to follow-up assessments every three years from the date of the last on-site assessment; and
- g) pay the TRAINAIR PLUS Associate Membership fees.



### 3.3.2 In order to qualify as a Full Member, a CATC shall:

- a) establish and maintain a Course Development Unit (CDU) with at least two active trained course developers, who have successfully completed the Training Developers Course (TDC) (Refer to Appendix A);
- b) develop a first STP;
- c) produce at least one validated STP every three years;
- d) consistently update the STPs it has developed;
- e) participate, on a regular basis, in TPP regional and global activities (e.g. ICAO Global Aviation Training and TRAINAIR PLUS Symposia, regional conferences, steering committee meetings, etc.); and
- f) pay the TRAINAIR PLUS Full Membership fee.



**3.3.3** An RTCE will be selected based on the successful demonstration of its compliance with the following criteria, as determined solely by ICAO:

- a) be a current Full Member of TPP;
- b) have no open observation or recommendation from the last assessment;
- c) have permanently established a CDU, clearly identified in its official organizational diagram, with at least two ICAO-qualified course developers (IQCDs);
- d) in addition to criteria “c” above, have at least one ICAO-qualified senior course developer (i.e. having developed a minimum of three ICAO-recognized training packages) to oversee the work of ICAO-qualified course developers;
- e) have an ICAO-qualified CATC validator to validate training courses developed by the CDU of the training centre;
- f) have at least one qualified instructor with at least three years of experience as an instructor in each of the selected authorized area to conduct training and perform the oversight of the instructional team;
- g) have access to Subject Matter Experts (SMEs) in each of the selected authorized area : aerodromes, air navigation services, air transport, environment, flight safety and safety management, and security and facilitation. If the service is outsourced, then a formal agreement with the CV(s) of the individual(s) has to be available;
- h) be an established training organization with at least five years of experience in managing and delivering training activities;
- i) are conducting courses in at least one ICAO official language;
- j) have a system to administer and manage the following: training records, instructors qualifications, and findings from internal and external audits;

- k) have the required capacity to develop at least one ITP every two years (minimum 30 hours of actual training time), in partnership with ICAO, and based on training needs identified by ICAO, States or the training organization;
- l) have the proper facilities, equipment, and required resources to deliver each of its ITP(s) at least once a year;
- m) satisfy ICAO requirements for the volume of training delivered at the facilities (premises) of the training organization (measured in a student's x number of days in a course) and ratio of national and international students;
- n) have facilities for training foreign students, including access to accommodations, amenities, issuing visas, etc.;
- o) be a leader in training in the requested ICAO authorized area(s);
- p) satisfy ICAO requirements for clean, well-maintained, state-of-the-art facilities, including sufficient well-equipped classrooms, Wi-Fi, reliable high-speed Internet connectivity, etc.; and
- q) satisfy ICAO requirements for suitable up-to-date training devices and equipment for the technical area in which they wish to be considered.

The authorized areas are:

- aerodromes (Annex 14);
- air navigation services (Annexes 2, 3, 4, 5, 10, 11, 12 and 15);
- air transport;
- environment (Annex 16);
- flight safety and safety management (Annexes 1, 6, 7, 8, 13, 18 and 19); and
- security and facilitation (Annexes 9 and 17).



**3.3.4** In order to qualify as a Corporate Partner, an organization, such as a university or an international or regional organization, shall accept and sign a Memorandum of Understanding specifying TRAINAIR PLUS activities whereby the parties will endeavor to:

- a) identify training needs and the appropriate level of training to be provided;
- b) determine how to effectively use existing training resources;
- c) develop new course material, compliant with ICAO Standards and Recommended Practices (SARPs) and guidance material, where such material exists;
- d) integrate new technologies and courseware for multimedia course design and delivery;
- e) promote training courses to the appropriate audiences;
- f) deliver classroom and web-based training;
- g) assess or recognize trainees as necessary with respect to course completion;
- h) evaluate the effectiveness of training using post-training evaluation methodologies; and
- i) other training activities as specified in an Appendix.

**3.3.5** A CATC is considered a Full or Associate Member only once the assessment process is completed, payment is made, and the conditions for the membership level sought are met. An organization seeking TRAINAIR PLUS membership cannot extend it to any activity made with other non-TRAINAIR PLUS organizations.

## 3.4 TRAINAIR PLUS CERTIFICATES AND LOGOS

**3.4.1** TRAINAIR PLUS issues certificates through TPEMS to all participants in courses held by Members using ICAO-recognized Training Packages. Each certificate displays the ICAO TRAINAIR PLUS logo, name of the participant, name of the CATC and a unique identifier. These certificates are sent electronically to the CATC and must be signed by its Director. The TRAINAIR PLUS logo can be used only on certificates attesting to the completion of an ICAO-recognized Training Package. The logo cannot be used on a certificate that is not an ICAO-recognized Training Package.

## 3.5 TRAINAIR PLUS LOGO USAGE GUIDELINES

**3.5.1** When referring to a membership status within TPP, Members should identify themselves as one of the following:

- a. TRAINAIR PLUS Associate Member;
- b. TRAINAIR PLUS Full Member;
- c. TRAINAIR PLUS Corporate Partner; or
- d. RTCE.

**3.5.2** The following logos identify the various memberships and should be used at all times by TRAINAIR PLUS Members when displaying their membership status.



**3.5.3** TPP Members are encouraged to use the following identification in their promotional and marketing material:

- a) websites;
- b) brochures;
- c) flyers;
- d) email signatures;



- e) electronic signatures;
- f) packaging;
- g) door plaques; and
- h) other marketing/promotional items.
- i) training material

**3.5.4** All certificates generated through the TPEMS must display the generic TRAINAIR PLUS logo as follows:



**3.5.5** A well-respected TRAINAIR PLUS brand image will enable Members, as well as the rest of the TRAINAIR PLUS community to ensure immediate recognition of the training centre/organization as a Member of ICAO’s cooperative network of CATCs, deliver the Member’s messages clearly and consistently, and confirm the Programme’s credibility.

**3.5.6** TPP provides the Member with a membership to an ICAO Programme. A Member must not make use of any other terminology, such as an accreditation, endorsement or approval, in promotional documents to avoid jeopardizing the core values and objectives of the Programme and undermining the authority of ICAO Member States.

**3.5.7** The TPP logo, which consists of the TRAINAIR PLUS name and ICAO emblem, is responsible for protecting against any damaging or confusing usage. While TPP Members are encouraged to use the TRAINAIR PLUS logo in various contexts, stipulated in 3.5.3, in order to fully promote TPP, its community and activities, correct usage is paramount as the logo is an important element of the Programme’s visual identity.

**3.5.8** The TRAINAIR PLUS logo should be displayed prominently and clearly to maximize its impact. A minimum clear space zone should appear around each of the four sides to allow the logo to breathe. There should be a clear space zone between the logo and other graphic elements, such as type, images, other logos and the edge of the pages to ensure the logo retains a strong presence wherever it appears. Where possible, there should be sufficient space around the logo.



**3.5.9** The logo must always be displayed at a size large enough to read. This will vary based on the resolution of the media it is being used in; however, as a general rule, the logo circle should be no smaller than 1 em [3/8"] or 36 pixels in height. The logo may be positioned on a pale colour or photographic background.

**3.5.10** Derivative versions of the TRAINAIR PLUS logo are not allowed, as they dilute the Programme's brand identity. As well, users should never:

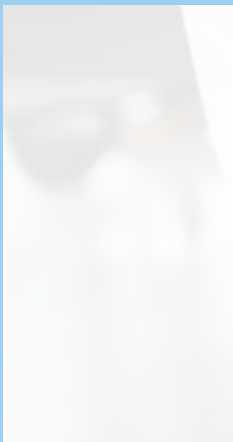
- a) stray from the colour palette;
- b) switch the colours;
- c) use the design on similarly coloured backgrounds;
- d) rearrange elements of the design; or
- e) stretch or distort the logo.

## 3.6 LANGUAGE OF COMMUNICATION

**3.6.1** Communication between ICAO and TRAINAIR PLUS candidates or Members should preferably be in the English language or in one of ICAO's other official languages (Arabic, Chinese, French, Russian or Spanish). It should be noted that the use of a language other than English may necessitate some delays due to translation. This requirement applies to any official document requested by ICAO during the assessment process. It is the responsibility of the CATC to translate any required documents that are not available in one of ICAO's six official languages.

# 4

## ASSESSMENTS OF MEMBERS





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## 4.1 GENERAL

**4.1.1** Per the ICAO Civil Aviation Training Policy, TPP recognizes Training Organizations through an assessment process. Upon application to the Programme, Training Organizations shall be assessed by ICAO, according to the specific requirements of TPP. Only Training Organizations compliant with such requirements shall be recognized as TPP Members.

**4.1.2** A key element of TPP lies in its networking and exchange mechanism (i.e. exchange of training packages and instructional staff). This exchange mechanism is only achievable if all Members use the same approach in course development methodology, and if they all meet and share minimum quality criteria as set by ICAO. This is verified through the assessment.

**4.1.3** TPP assessments can be conducted in any of the ICAO official languages (English, French, Spanish, Arabic, Chinese and Russian).

**4.1.4** During the assessment process, it is essential that the candidate Member either identifies a focal point able to communicate effectively in the language used for the assessment, or provides interpretation services.

**4.1.5** The TPP assessment is linked to a specific location. If an organization seeking TPP membership operates in more than one location, the assessment site will be selected by the GAT Office, in cooperation with the Training Organization, and the certificate will only cover that location.

**4.1.6** Upon the successful completion of the assessment and payment of the applicable fees, the candidate Member will be granted the TPP Associate membership status. A plaque and certificate will be issued, valid for a three-year period from the date of completion of the assessment process.

**4.1.7** Reassessments will be conducted by the GAT Office every three years to renew the membership for another period of three years. Reassessments could be conducted more frequently if deemed necessary by the GAT Office, in order to ensure that a training organization complies with the terms of the TPP membership. Reassessments allow ICAO to maintain an oversight on the quality and TPP activities of the training organization, thus ensuring all Members continue to meet the established requirements.

## 4.2 OBJECTIVES

**4.2.1** The main objective of an assessment of a CATC is to analyze and determine its capability to become a TPP Member and use ICAO-recognized courses. It provides a clear and independent view of a training organization's operations and highlights critical areas requiring improvements.

**4.2.2** The assessment process has been implemented in the Programme with the objective of supporting its Members vis-à-vis their CAAs or other levels of government. The official ICAO

report resulting from an assessment usually helps CATCs justify additional funding to cover non-compliant critical areas, such as the improvement of facilities, staff increase, improvement of staff competencies, and the purchase of new equipment required to improve the quality of training.

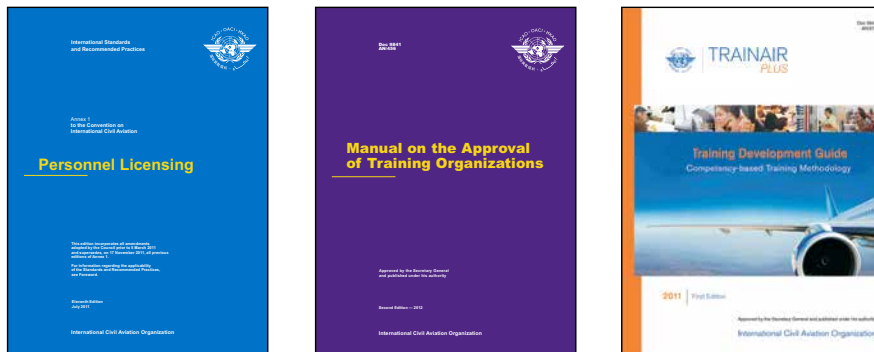
**4.2.3** The main objective of the reassessment is to maintain oversight of the TPP member and the quality of its training. The GAT Office also ensures that corrective actions resulting from a previous assessment have been correctly implemented, and that potential changes in the operations of a CATC since their previous assessments do not have an impact on the quality of training delivered.

## 4.3 SCOPE AND CRITERIA

**4.3.1** TPP strives to achieve standardization and uniformity in the scope, depth and quality of assessments conducted. In order to ensure that all CATCs are assessed in a consistent and objective manner, standardized assessment criteria and protocols have been developed to guide the assessor and the CATC through the assessment process.

**4.3.2** The TRAINAIR PLUS assessment criteria are based on three ICAO reference documents, available through the ICAO online store at <http://store1.icao.int/index.php>:

- a) Appendix 2 of Annex 1 — Personnel Licensing to the Chicago Convention
- b) Manual on the Approval of Training Organizations (Doc 9841)
- c) Training Development Guide, Competency-based Training Methodology (Doc 9941)





**4.3.3** The initial assessment covers the following eight areas of operations of a CATC:



## 4.4 ASSESSMENT PROCESS

**4.4.1** The assessment process covers four distinct phases:

- a) pre-assessment;
- b) self-assessment;
- c) on-site assessment; and
- d) post-assessment.

### 4.4.2 Pre-assessment

**4.4.2.1** Once the application is received through the TPEMS, the GAT Office reviews all information provided and decides if the organization can be considered a potential candidate for TPP. If so, the GAT Office approves the application and the TAC Unit contacts the candidate training organization to schedule an on-site assessment. At this stage, an estimate of a mission (i.e. travel expenses and daily subsistence allowance in accordance with UN staff rules) for the ICAO Official conducting the on-site assessment is provided. The invoice covering the assessment or reassessment fees is issued and forwarded to the training organization for payment.

### 4.4.3 Self-assessment

**4.4.3.1** Once ICAO approves the application of the candidate training organization, the applicant receives a link to fill a self-assessment questionnaire in the TPEMS. The form includes numerous questions reviewing the scope of the assessment, as described in section 4.5. above. The system directs the training organization to answer the questions and attach the evidence for reference. It is mandatory that the training organization completes this phase before proceeding to the on-site

assessment. This is a key element of the assessment process, as it directly impacts the time spent on-site.

#### 4.4.4 On-site assessment

**4.4.4.1** Once ICAO is notified about the completed self-assessment phase, the assessor reviews the material and evidence submitted by the training organization in preparation for the on-site assessment, which consists of a four-day travel mission to the training centre. During this phase, the assessor, who is selected by the GAT Office, visits the facilities to ensure they match the description received, and observes that the current operations of the training organization are conducted along the same lines as described in the various documents provided during the self-assessment phase.

**4.4.4.2** The on-site assessment phase is conducted through the TPEMS; therefore, it is essential that the assessor has internet access during the mission. When reviewing and discussing each question with the training organization, the assessor can select one of the following options:

- a) if the question does not apply to the training organization, then the assessor will indicate “non-applicable”;
- b) if the response provided by the training organization is satisfactory and the evidence supports the response, then the assessor will indicate “satisfactory”;
- c) if the response provided by the training organization is not to the satisfaction of the assessor, then the assessor will indicate “non-satisfactory,” which will further result in one of two possibilities:
  - i. **Observation:** the process or service does not meet the requirements, but is not critical to safety-related matters and does not affect the quality of training. An “Observation” does not require a CAP and the training organization has a period of three years to resolve this matter until its reassessment. Only comments to the observation are required; or
  - ii. **Recommendation:** the process or service does not meet the requirements, is critical to safety-related matters or does affect the quality of training. Consequently, the training organization must prepare a CAP and evidence of its implementation becomes a prerequisite to the granting of TPP membership.

At the end of this phase, the GAT Office generates an invoice covering all assessment costs (i.e. travel and accommodation of the assessor), reflecting the actual costs incurred. Immediate payment by the training organization is required in order to be granted TPP membership.

#### 4.4.5 On-site assessment schedule

**4.4.5.1** The standard time required to conduct the on-site assessment by an ICAO assessor is between 3 to 4 days, and depends on the size of the facilities and scope of activities of the training organization.



#### **4.4.6 Post-assessment**

**4.4.6.1** The post-assessment phase encompasses all activities following the on-site assessment, leading to the attainment of TPP membership. These cover mainly the follow-up of the CAP, if any, and its implementation. The CAP and evidence of its implementation must be validated by the assessor, who will work in close cooperation with the training organization to conclude this phase.

**4.4.6.2** If a “recommendation” has been identified by the assessor, the CAP provided by the training organization must specify actions taken and planned, together with a date of implementation. Upon execution of the CAP, the training organization must submit clear evidence of its full implementation to the GAT Office in the form of an implementation report through the TPEMS.

**4.4.6.3** Once the assessor has validated the CAP and its satisfactory implementation, the TPP assessment report will be generated by the TPEMS. This report becomes the official ICAO report validating the assessment process and completing the last phase of this process.

**4.4.6.4** At this stage, an invoice covering the annual membership fee is issued by the GAT Office, and payment of this invoice is required before the training organization can be granted the TPP Associate membership status and before the issuance of the certificate and plaque to the training organization.



## 4.5 REASSESSMENTS AND RENEWAL

**4.5.1** Per section 4.2, reassessments of TPP Members will be conducted by the GAT Office every three years and before the end of the validity period of the TPP certificate.

**4.5.2** A specific questionnaire, different than the one used for the initial assessment, is used. This questionnaire covers additional items such as a training needs assessment (TNA) and training management system, in addition to validating the compliance of the TPP Member with TPP requirements. During the reassessment, the GAT Office will use the same processes used in the initial assessment of the training organization, described in section 4.6, with the exception of the self-assessment phase, and will provide a report outlining the findings. If the TPP Member remains in compliance with the established requirements, and after receipt of payment of all reassessment fees, the TPP membership will be renewed under the applicable category (Associate, Full or RTCE).

**4.5.3** On-site reassessments are conducted over 2 to 4 days, depending on the size of the facilities and scope of the training activities conducted by the TPP Member.

## 4.6 ASSESSMENTS OUTSIDE TPP


**4.6.1** As indicated in 4.2.1, the ICAO assessment provides a clear and independent vision of the operations within a training organization and highlights critical areas requiring improvements. ICAO can therefore provide this assessment service to any organization involved in aviation training wishing or needing to be benchmarked against ICAO reference documents, without necessarily having the objective of being a TPP Member. This service is offered in the form of a consultancy for all CAAs, governments, training organizations, airline operators, aerodrome operators, air navigation service providers, manufacturers or any other official entity in civil aviation with training activities.

**4.6.2** Interested entities wishing to receive this service shall accept and sign the framework document, entitled Training Service Agreement, and a Training Project Document to the TSA, per paragraph 2.10.

# 5

STANDARDIZED  
TRAINING  
PACKAGES (STPs)





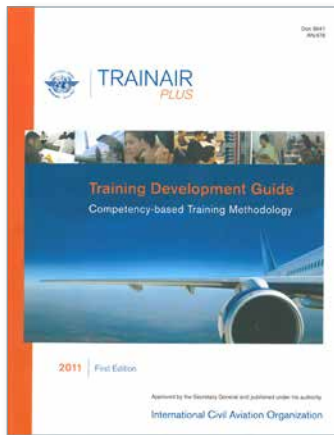
5.1	Standardized Training Packages	52	5.10	TRAINAIR PLUS Acceptance of STP Content	58
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## 5.1 STANDARDIZED TRAINING PACKAGES

**5.1.1** A competency-based training course is developed by a TPP Full Member or Associate Member for its first STP, in compliance with ICAO Doc 9941, focusing on operational practices and using national regulations and procedures, and industry requirements.

## 5.2 TRAINING DEVELOPMENT GUIDE, COMPETENCY-BASED TRAINING METHODOLOGY (DOC 9941)



**5.2.1** The *Training Development Guide, Competency-based Training Methodology* (Doc 9941) provides a methodology for the development of competency-based training courses. It serves as a guide for the development of training material in a systematic manner and sets forth training standards, making it practical for course material to be shared between participating TRAINAIR PLUS CATCs.

**5.2.2** ICAO Doc 9941 describes in detail the methodology used to develop STPs. By applying this methodology, Members ensure that all STPs meet the same requirements, resulting in a harmonized, high-quality standard. Only those STPs that meet the requirements of ICAO Doc 9941 will be approved and made available through the TRAINAIR PLUS sharing network.

**5.2.3** The TRAINAIR PLUS STP preparation methodology is based on a systemic approach that consists of three principal stages: Analysis, Design and Production, and Evaluation. Members are required to provide a phase report to ICAO at each stage of the process. These reports are analysed by an ICAO-designated TRAINAIR PLUS expert validator who ensures that the STP meets the requirements of ICAO Doc 9941. Feedback is provided to the Course Development Unit (CDU), including advice on corrective actions.

## 5.3 STP DEVELOPMENT PROCESS

**5.3.1** Training material produced, according to procedures stipulated in ICAO Doc 9941, takes the form of a fully documented and tested comprehensive package of training material that reflects the technological requirements relevant to the course. In the context of TPP, these packages are known as STPs, with each STP issued its own TRAINAIR PLUS serial number. Each STP contains a step-by-step guide for the instructor, all the reference material required by the trainee, a full set of tests, exercises, model answers and scoring keys, as well as the presentation material used in the course. All STPs are validated to prove their effectiveness and capacity for replication across international training platforms.

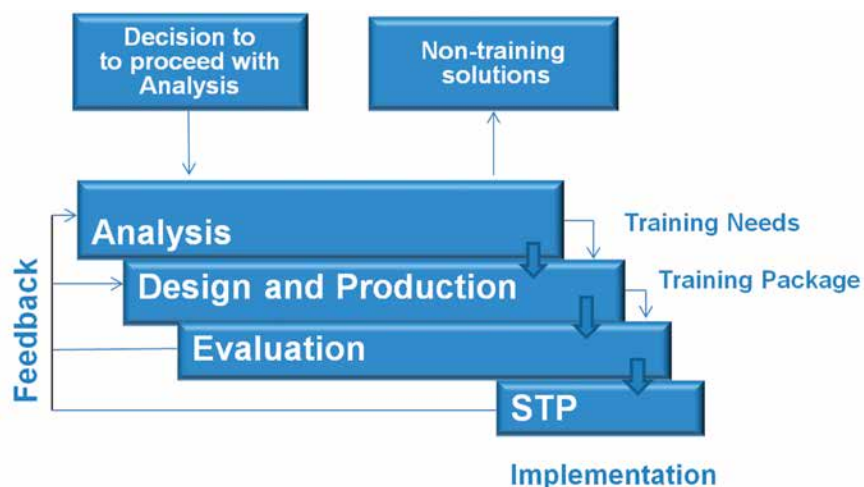
**5.3.2** In order to produce STPs, Full Members must establish and maintain a CDU. This necessitates that the CATC retain an appropriate number of qualified and active course developers (two minimum). TRAINAIR PLUS Full Members should plan and budget for Training Developers Courses (TDCs), which are held on a regular basis throughout the year as advertised on the TRAINAIR PLUS website.

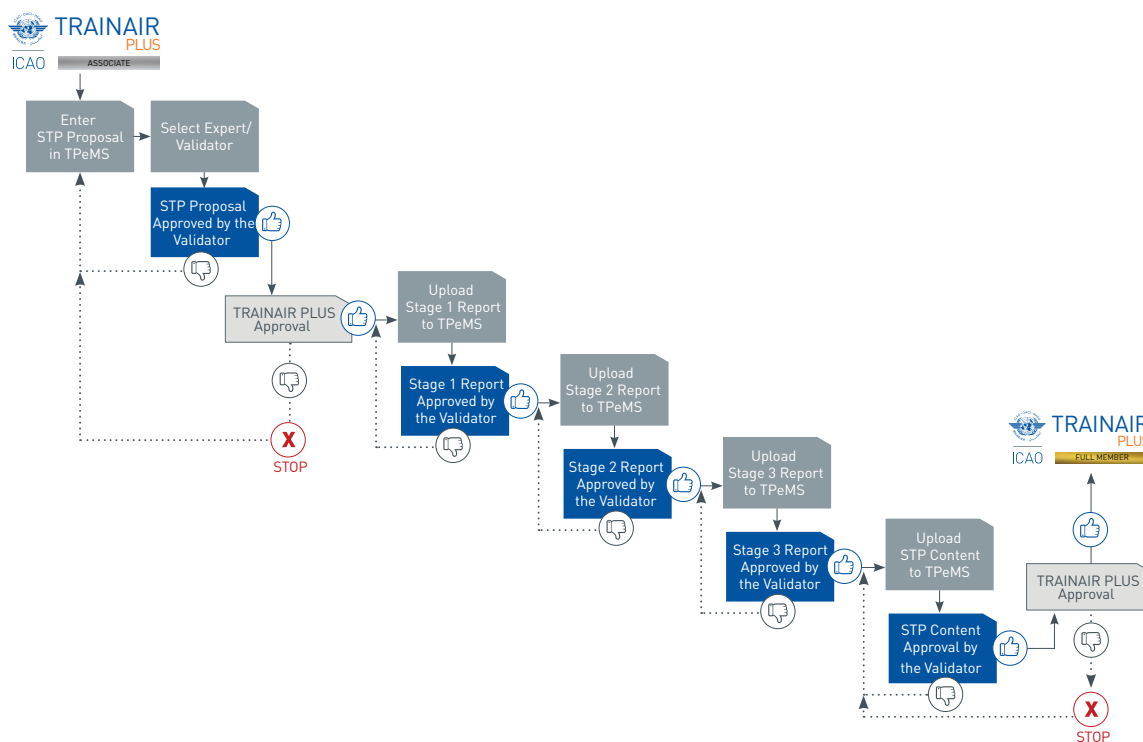
**5.3.3** The development of a first STP can be challenging. TRAINAIR PLUS Associate Members new to the Programme must engage the services of a TRAINAIR PLUS expert validator to assist their CDU in completing the development of STPs. This entails payment of a salary and costs related to travel for the On-the-Job Training (OJT) of course developers and validation delivery.

**5.3.4** Upon request by a TRAINAIR PLUS Member, the GAT Office may provide assistance to the CATC's CDU with an STP under development through subject matter technical expertise from the appropriate ICAO section. ICAO will provide an estimate of the cost for this service, which is to be absorbed by the CATC.

**5.3.5** The following workflow charts show the three principal stages of the development of an STP and a step-by-step development process. Further detail on each step is available in ICAO Doc 9941.

- The **Analysis stage** consists of three main steps: a preliminary study to justify that training is required; a job analysis to determine performance and competency requirements; and a population analysis to gather information about the target population of future trainees.
- The **Design and Production stage** includes the design of the course curriculum, the design of individual modules, and production and developmental testing.
- The **Evaluation stage** consists of validating and revising the course, if necessary, to achieve end-of-module objectives.





Figures 5.1 and 5.2 Workflow Charts

## 5.4 TRAINING OF COURSE DEVELOPERS

### 5.4.1 Number of course developers and Subject Matter Experts (SMEs) for each STP

**5.4.1.1** Each course developer is required to successfully complete the ICAO TDC, before participating in an STP development. In order to ensure the full participation of course developers in the entire process of an STP development, the number of course developers for each STP development should be a minimum of two and maximum of four, with a minimum of two SMEs.

**5.4.1.2** For the purpose of training course developers and the provision of OJT by a validator to ensure sufficient competency achievement to obtain the ICAO Qualified Course Developer (IQCD) certificate, the maximum number of course developers to undergo OJT are two per STP. Additional qualified course developers may contribute to the development of an STP, but should not exceed four, including those who are qualified and those undergoing OJT.

**5.4.1.3** In exceptional circumstances, an STP may be developed by only one experienced course developer or SME in the CDU if acceptable to the validator and approved by the Manager of TPP.

## 5.4.2 Qualification of course developers and SMEs

**5.4.2.1** To best apply the competency-based training methodology, course developers should develop their first STP within six months following completion of the TDC.

**5.4.2.2** A minimum 2-day, 12-hour refresher training is required for course developers who start an STP 12 to 18 months after they have completed the TDC. A validator will provide the refresher training on site prior to the start of the STP development.

**5.4.2.3** A minimum 5-day, 30-hour refresher training is required for course developers who start an STP more than 18 months after they have completed the TDC. A validator will provide the refresher training on-site prior to the start of the STP development.

**5.4.2.4** To ensure the validity of the STP content and comprehensiveness of the data provided to course developers, the SME must provide a valid curriculum vitae demonstrating at least three years of experience on the STP subject.

## 5.4.3 Training of course developers – OJT

**5.4.3.1** For the first STP development, each course developer is required to undergo OJT conducted by an ICAO ISD validator for the entire process, with an on-site supervision of the DACUM session (Job Analysis and Design of Curriculum).

**5.4.3.2** For subsequent STP development, additional OJT may be required, depending on the validator's evaluation of the course developer's performance.

**5.4.3.3** The validator will recommend the issuance of IQCD certificates only to those course developers who have successfully completed their OJT.

**5.4.3.4** For all STP development, the validator is required to be present during the validation delivery (Stage three) and ensure the validation revisions are implemented before submitting the final STP content.

**5.4.3.5** For STPs longer than one week, the validator may attend only during the last week of the validation delivery, if the CATC has at least one senior course developer able to lead the validation delivery and report to the validator.

## 5.4.4 Process for Issuing an IQCD Certificate

**5.4.4.1** In order to be issued an IQCD certificate, the applicant must have:

- successfully completed a TDC and obtained a TDC certificate; and
- actively participated in an OJT supervised by an ICAO ISD validator for the development of an STP.



**5.4.4.2** The IQCD certificate is valid for a period of three years. To maintain its validity, IQCD must develop another STP through the TPEMS within this three-year period or complete another STP OJT.

**5.4.4.3** Upon validation of the STP, the validator who provides the OJT confirms, via the TPEMS, the names of the course developers who participated in developing the STP.

**5.4.4.4** The TPP focal point is advised, via the TPEMS, that the validator has approved the course developer(s).

**5.4.4.5** Once approved, certificates are generated via the TPEMS for each IQCD and forwarded to the CATC in electronic format.

**5.4.4.6** The CATC awards the certificates to the IQCDs.

## 5.5 SCOPE OF THE STP

**5.5.1** Duplication of course subjects is not allowed in the TRAINAIR PLUS library. When similarity is identified between courses, the validator should assist the CATC in making revisions as needed in order to differentiate one course from another. The validator should ensure there is less than 30 per cent duplication of subtasks from other courses in the library.

**5.5.2** To facilitate the selection of STP subjects and the differentiation of STP scope, a list of STPs developed and those under development can be accessed via the TPEMS by all TRAINAIR PLUS Member CATCs and validators;

**5.5.3** STPs addressing the same scope may be developed in other languages to meet specific regional needs, with the approval of the Manager of TPP.

## 5.6 DURATION OF THE STP FOR OJT

**5.6.1** The duration of the first STP for OJT should be a minimum of 3 days (18-hour training minimum) and a maximum of 2 weeks (60-hour training maximum).

**5.6.2** In the case where the first STP is less than 3 days (18-hour training), course developers will not be issued an IQCD certificate due to insufficient OJT.

**5.6.3** Development of any STP should always be considered as an opportunity for the development of the competency of CATC course developers and enhancement of their skills.

## 5.7 DEVELOPMENT SCHEDULE

**5.7.1** To avoid duplication, an STP proposed by a CATC shall not be developed prior to its acceptance by the validator and TRAINAIR PLUS.

**5.7.2** When a CATC decides to develop an STP, the planned schedule should be entered in the TPEMS and should be realistic and as close as possible to the actual schedule.

**5.7.3** After completion of each stage, the actual schedule should be entered and reflect the real situation of the STP development.

**5.7.4** A course proposal can only be approved by the TRAINAIR PLUS Programme (TPP) after it is submitted through the TPEMS by a TPP Member and, subsequently, a course number is assigned by TPP.

**5.7.5** A Stage One report should be submitted within one year following the approval of a course proposal through the TPEMS. Beyond this time limit, a notice will be sent to the TPP Member and the course proposal will be removed from the TPEMS thereafter.

**5.7.6** A course development project should be completed within two years following the approval of a course proposal through the TPEMS. Beyond this time limit, a notice will be sent to the TPP Member and the uncompleted course will be removed from the TPEMS thereafter.

## 5.8 TRAINAIR PLUS ACCEPTANCE OF STP PROPOSAL

**5.8.1** The STP proposal should be entered in the TPEMS by the CATC and reviewed and submitted by the validator for TRAINAIR PLUS acceptance.

**5.8.2** TRAINAIR PLUS acceptance is based on the STP subject not having duplication within the TRAINAIR PLUS library. If this is the case, an STP number will be assigned.

**5.8.3** Should insufficient information be provided, the STP proposal shall be rejected by TPP, and a revision shall be required prior to resubmission.

**5.8.4** When similarity is identified between STPs, the validator should assist the CATC in making revisions as needed in order to differentiate STPs, with less than 30 per cent duplication of subtasks from other STPs in the TRAINAIR PLUS library with reference to the Job Catalogue in TPEMS.



## 5.9 STAGE REPORTS

**5.9.1** After the completion of each stage, a stage report should be prepared by the CATC and provided to the validator for review, comments and final approval.

**5.9.2** Following the approval of the final version of each stage report, the validator should upload it to the TPEMS stage by stage, with a copy to the CATC.

**5.9.3** There is only one file to be uploaded at each stage; a report template for each of the three stages can be downloaded from the TPEMS.

## 5.10 TRAINAIR PLUS ACCEPTANCE OF STP CONTENT

**5.10.1** The STP content should be uploaded by the CATC and reviewed and submitted by the validator for TRAINAIR PLUS acceptance.

**5.10.2** The STP content consists of several folders: STP information; instructor material; trainee material; audiovisual aids; and OJT guidance material. ICAO reference material identification should be indicated, if applicable.

**5.10.3** TRAINAIR PLUS acceptance is based on the completeness and consistency of the STP content. The STP content will be automatically stored in the TRAINAIR PLUS library.

**5.10.4** Should insufficient information be provided, the STP content shall be rejected by TRAINAIR PLUS, and a revision shall be required prior to resubmission.

**5.10.5** When similarity is identified between STPs, the validator should assist the CATC in making revisions as needed in order to differentiate STPs, with less than 30 per cent duplication of subtasks from other STPs in the TRAINAIR PLUS library.

## 5.11 STP VALIDATION

**5.11.1** The STP validation shall be conducted by an ICAO ISD validator, through the entire process of the STP development. (For fees associated with STP validation, refer to the Supplement to Doc 10052). TPP shall be responsible for the quality assurance of all STP development.

**5.11.2** Eligible candidates can apply for ICAO ISD validator if they fulfill all the qualification requirements. (Refer to Appendix C).

**5.11.3** Due to workload and quality considerations, a validator should not accept to work on more than five STPs simultaneously, with the exception of unforeseen circumstances duly documented and approved by the Manager of TPP, for example, when an STP project is suspended.

**5.11.4** The TPEMS will record the STP rejection history. Frequent STP rejections will generate a system warning which could result in the loss of the ICAO ISD validator qualification.

**5.11.5** All ICAO ISD validators are required to attend the ICAO CDI/STD Meeting every two years in order to remain current.

## 5.12 STP CERTIFICATES

**5.12.1** Following successful completion of a validated STP, the official certificate shall be generated with a unique identifier via the TPEMS. CATCs may print their own certificate. No other type of STP certificate shall be recognized by TPP.

**5.12.2** TRAINAIR PLUS Member CATCs should ensure their Training Procedure Manual (TPM) clearly identifies the process of issuing STP certificates.

## 5.13 INFORMATION EXCHANGE

**5.13.1** Once a CATC joins TPP, the Director of the CATC will nominate an official focal point who shall be responsible for all information exchange between TRAINAIR PLUS and the CATC.

**5.13.2** All information exchange between TRAINAIR PLUS and the CATC should be routed via the focal point of the CATC.

**5.13.3** In regard to specific STP development, the validator should work with course developers directly in order to provide them with sufficient and effective OJT.

## 5.14 STP EVALUATION

**5.14.1** After each STP delivery, the CATC focal point shall be responsible for conducting the STP evaluation and completing the evaluation form in the TPEMS, one week following completion of the STP.

## 5.15 UPDATING AN STP

**5.15.1** The CATC of the originating STP must ensure the STP content corresponds exactly to the requirements of the job and must keep it up to date.

**5.15.2** Should major revisions be needed in regard to STP objectives, target population, job analysis or design of modules, revalidation will be required prior to STP implementation.

**5.15.3** Updating a validated STP may be undertaken by requesting TRAINAIR PLUS and uploading the STP update report containing the revised content.



## 5.16 POST-VALIDATION ACTIVITIES

**5.16.1** ICAO encourages validators to follow up with CATCs on STP implementation, STP evaluation, selection of other STPs from the TRAINAIR PLUS library, proposal of subsequent STP development, etc.

## 5.17 STP IMPLEMENTATION

**5.17.1** TRAINAIR PLUS Members may develop STPs on any topic to suit their training requirements. ICAO shall be notified prior to any course development in order to list the proposed STP in the TRAINAIR PLUS library and therefore avoid duplication. ICAO will assign an STP number once the proposal and project plan have been approved. Once an STP number is assigned, it is reserved by the Member.

**5.17.2** The TPP is based on a cooperative system and, if requested, owners of an STP should be willing to assist other Members who purchase the STP from the TPEMS library to ensure its effective implementation. However, it is understood that unless otherwise arranged between Members, any costs involved in the implementation process shall be borne by the CATC requesting the assistance.

**5.17.3** To maintain course validity, TPP Members are required to implement their STP courses and collect feedback for the course revision and/or update. In the event that an STP has not been delivered, revised, or updated within three years, the STP will be considered disabled in the TPEMS library and will therefore no longer be accessible to other TTP Members.

## 5.18 STP ADAPTATION AND TRANSLATION

**5.18.1** As a general rule, all attempts should be made to implement an STP in its original format when similar trainees need to acquire similar skills in similar environments. However, there are times when an STP prepared in one CATC will need to be adapted to the local requirements of another CATC. In this context, there are two levels of adaptation of an STP:

- a minor adaptation to address local conditions that will not change the structure of the STP; and
- a major adaptation that involves substantial modification to some of the existing material and/or the development of new or complementary material, thus necessitating a revision of the structure of the STP.

**5.18.2** In either case, a new STP number will not be assigned but will continue to be recognized by its original code, and all Members shall receive notification of the changes made to the STP.

**5.18.3** Major adaptations require a bilateral agreement with the STP owner. Such agreement must be sent to ICAO.



**5.18.4** The CATC that wishes to perform the adaptation must have TRAINAIR PLUS course development capability. Only Full Members can carry out major adaptations. Associate Members can carry out minor adaptations or a major adaptation as part of a project to become a Full Member. In this case, the Associate Member should establish a CDU.

**5.18.5** The intellectual property rights for the STP remain with the originator of the STP at all times.

## **5.19 STP PACKAGING INSTRUCTIONS**

**5.19.1** Preparing an STP to TRAINAIR PLUS standards requires a considerable amount of dedicated effort on the part of the CDU. As each STP is finalized, it will not only be used on a permanent basis within the originator's CATC and be updated on a regular basis, but will also be made available to other interested participating CATCs via the TPEMS library. It is therefore important that all of the relevant materials be correctly assembled so that other users can easily implement them.

**5.19.2** All STP files should be uploaded to the TPEMS, and must be assembled in compliance with the instructions in 5.19.3.



### 5.19.3 STP folder structure

1-STP INFORMATION	FORMAT	PURPOSE
1.1 Cover Page	Jpg	This folder of material will assist the instructor in preparing to deliver the course. It also is accessible to Members so that they can determine if the STP meets their training needs.
1.2 Form 1 Task List	Pdf	
1.3 Form 2 task Description	Pdf	
1.4 Form 9 Course Description	Pdf	
1.5 Form 10 Course Content	Pdf	
1.6 Form 11 Instructor's Timetable	Pdf	
1.7 Form 12 Facilities, Material, Equipment	Pdf	
2-INSTRUCTOR MATERIALS	FORMAT	PURPOSE
2.1 Special Instructions (if applicable)	Pdf	This folder contains all material necessary for the instructor to conduct the course.
2.2 Module Plans (MP)	Pdf	
2.3 PowerPoint Slides	PPT	
2.4 Progress Test (PT)	Doc	
2.5 Mastery Test (MT)	Doc	
2.6 Exercises (EX)	Doc	
2.7 Handouts (H)	Pdf	
2.8 Model Answers (APT, AMT, AEX)	Pdf	
2.9 Job Aids (if applicable)	Doc, Exl, etc.	
2.10 Audio, video, multi-media files (if applicable)	MP3, WAV, AVI, etc.	
3-TRAINEE MATERIAL	FORMAT	PURPOSE
3.1 PowerPoint Slides	Pdf	This folder contains all material necessary for the trainees to participate in the course.
3.2 Handouts (H)	Pdf	
3.3 Exercises (Ex)	Doc	
3.4 Job Aids (if applicable)	Doc, Exl, etc.	
4-INTERNAL FILE	FORMAT	PURPOSE
4.1 Stage 1 Report	Pdf	This folder of documents is kept on file by the TPP for evaluation purposes.
4.2 Stage 2 Report	Pdf	
4.3 Stage 3 Report	Pdf	
5-OJT GUIDANCE MATERIAL	FORMAT	PURPOSE
5.1 Form 3 Module Outline (if applicable)	Pdf	This form describes the objective, teaching points and mastery test for any OJT training that is required following the course.

#### 5.19.4 STP Information

5.19.4.1 All STPs should include a cover page to identify the course and the owner.

5.19.4.2 The STP cover page is used as an icon to identify the STP in the TPEMS catalogue. In addition to an appropriate illustration, the cover page should include the following:

- a) full name of the STP;
- b) final STP code;
- c) TRAINAIR PLUS logo; and
- d) Name and logo of the STP owner.

An example of an STP cover that incorporates all of the required elements:



#### 5.19.5 Instructor materials

5.19.5.1 It is important that the instructor be provided with all the guidance required to ensure the course development team's concepts for the course are effectively conveyed. As well as the material described in 5.19.4, the following should be included in the Instructor Material, if applicable:

a) **Special Instructions**

Special instructions or directions necessary for successful delivery of the course, for example, planning for site visit, special operational examples or tools, adequate instructions should be provided.

b) **OJT Guidance Material**

Where OJT is required to meet the post-training performance objectives, guidelines for both trainees and field supervisors must be part of the STP to ensure that both fully understand what is required of them. These should contain a clear statement of the objective(s) of the OJT, along with any necessary guidance materials, checklists, workbooks, etc.

#### 5.19.6 Trainee materials

5.19.6.1 All materials should be provided to trainees in electronic formats, on a USB drive. These include PowerPoint slides, handouts, exercises, and job aids when applicable.

5.19.6.2 In the event that the host training centre provides print material, trainees should be provided these materials in the form of a manual, consisting of a combination of PowerPoint slides, handouts, exercises, and job aids when applicable.

5.19.6.3 If technical manuals or manufacturers' handbooks are referred to in class, it is important that key job-aids (diagrams, checklists, etc.) from these documents be provided to the trainees, if the complete manual or handbook cannot be provided.



## 5.20 STP EXCHANGE

**5.20.1 STP library:** Electronic versions of STPs will be stored in the TPEMS. A library of all STPs is available in the TPEMS. A password is provided to the focal points of all Members entitled to access the TPEMS. Members can select any STP in the library and view the following information:

- course description;
- language;
- duration;
- objectives;
- target population, etc.

**5.20.2 STP exchange:** To request a course, the STP is selected; an email message is automatically sent to the TPP administrator and STP owner. Once the owner approves the purchase, an invoice will be sent to the requesting CATC. After the STP owner receives the payment, the requesting CATC is notified and can download the STP course material.

STP exchange is based on the number of times of delivery. Each delivery of the purchased STP must be ordered through the TPEMS, in order to be recognized by ICAO and generate ICAO TPP certificates.

The administration of the TRAINAIR PLUS library and the STP sharing mechanism form an integral part of the TPEMS. Because STP owners invest large amounts of resources to develop STPs, a fee is charged each time a CATC orders and conducts a course developed by another CATC to obtain a return on investment.

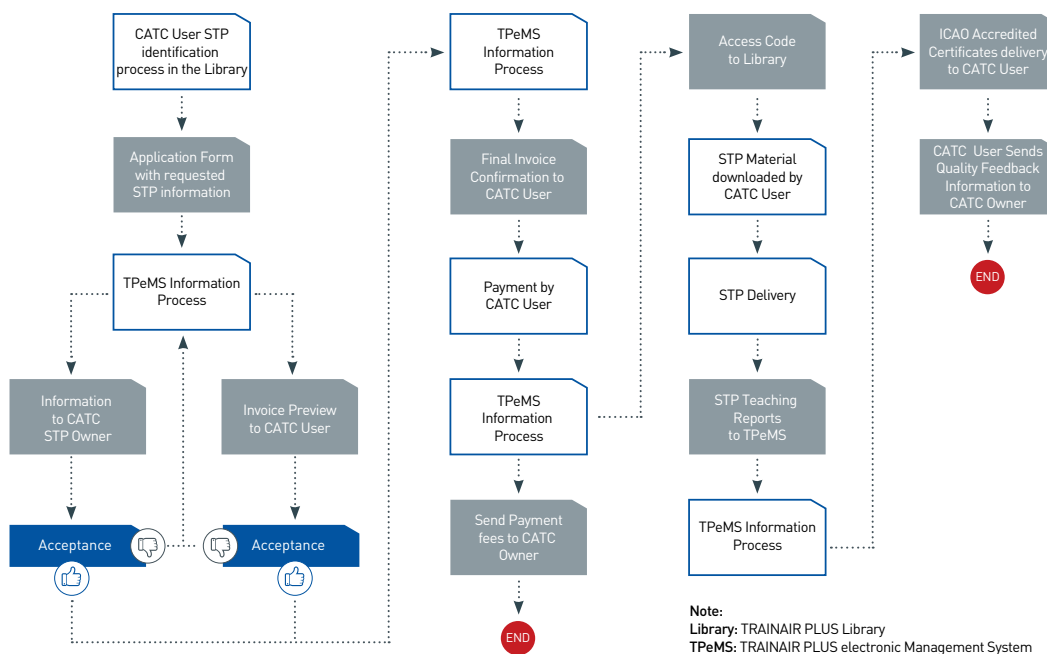


Figure 5.3 TRAINAIR PLUS Library Workflow Chart



**5.20.2.1** Using their passwords, Members have access to all the information they require to order other Members' STPs and administer the use of the STPs they have created. The electronic process helps minimize the management costs and makes the TRAINAIR PLUS library created by Members much more accessible and sustainable.

### **5.20.3 Identification and logos**

It is important that all materials or files be clearly labelled so that each item can be clearly identified, as follows:

- a) each of the major elements (CDs, memory sticks, folders, etc.) should show both the full title of the STP and its complete identification code. Refer to the *Training Development Guide, Competency-based Training Methodology* (Doc 9941);
- b) each element of the course material should also include the name and logo of the owner CATC, as well as the TRAINAIR PLUS logo, and these be prominently displayed; and
- c) all individual handouts, exercise, tests, etc., should show the title of the STP and the ICAO course number.

### **5.20.4 Summary of STP exchange**

**5.20.4.1 Standards:** Only STPs that conform to the requirements of ICAO Doc 9941 shall be included in the STP library. The updating of STPs shall remain the responsibility of the owner. However, the CATC delivering an STP course is responsible for adapting the STP to local conditions.



**5.20.4.2 Process:** Only TRAINAIR PLUS Members have access to the STP library in the TPEMS. Members wishing to use STPs included in the STP library do so via the TPEMS.

**5.20.4.3 Master Copies:** STPs shall remain the property of the STP owner. The owner shall retain a Master Copy (hard and soft copy). To facilitate exchange or revision of STPs, the electronic versions shall conform to TRAINAIR PLUS file format and packaging standards as contained in the STP packaging guidelines of this manual and the TPEMS.

**5.20.4.4 Records:** ICAO shall maintain records of all available STPs and keep Members updated on STPs that are planned, in progress and completed. A digital copy of each new STP must be made available to ICAO free of charge for recording and reference purposes.

**5.20.4.5 Feedback and Evaluation:** A questionnaire that allows the CATC to provide feedback on the quality of the course is included with each STP. This feedback is made available to the STP owner via the TPEMS.

**5.20.4.6 Certificates:** For each course conducted using an STP, a certificate will be issued by ICAO for each participant. Each certificate is generated electronically and indicates the name of the participant, the STP, the CATC conducting the course, a unique identifier for each participant, and an indication of whether the student attended or successfully completed the course. Please see the following example of a certificate:



## 5.21 STANDARDIZED TRAINING PACKAGES (STP) FEES

**5.2.1** For fees associated with STPs, refer to the Supplement to Doc 10052.



# 6

## GUIDELINES FOR ICAO TRAINING PACKAGE (ITP) DEVELOPMENT AND VALIDATION





**TRAINAIR**  
**PLUS**

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## 6.1 DEFINITION

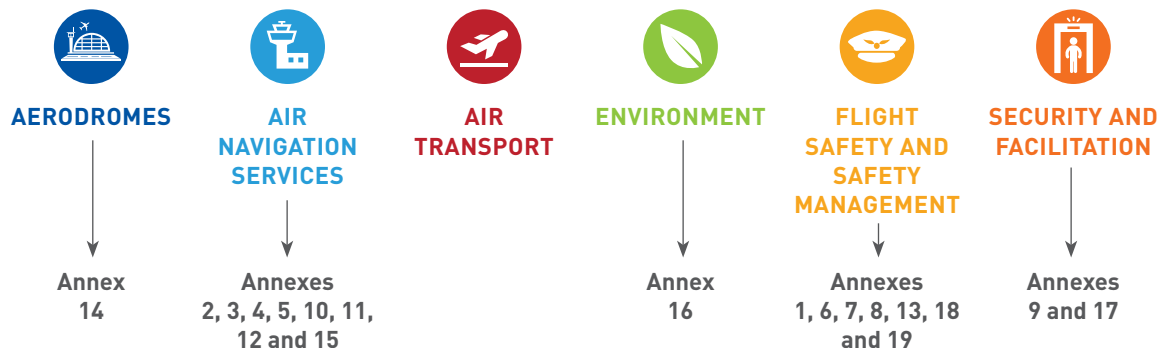
**6.1.1** An ICAO Training Package (ITP) is a competency-based training course developed by ICAO, or an RTCE in cooperation with ICAO, and complies with ICAO Doc 9941, focusing on the implementation of ICAO SARPs and guidance material.

## 6.2 OBJECTIVES

**6.2.1** In accordance with ICAO Assembly Resolution A38-12, Appendix D, cooperation with a network of RTCEs will allow ICAO to effectively and efficiently respond to its mandate of assisting Member States in achieving and maintaining the competency of aviation personnel. RTCEs will be authorized to use ICAO provisions—Convention on International Civil Aviation, (Doc 7300), its Annexes and related guidelines) in the development of ITPs, in coordination with the GAT Office.

## 6.3 SCOPE

**6.3.1** RTCEs are responsible for the development, delivery and evaluation of ITPs in their specific authorized areas. The RTCEs authorized areas include the following:



**6.3.2** RTCEs are also encouraged to adjust and improve their course development and delivery strategies and tools, where necessary, in order to ensure the implementation of ICAO SARPs and guidance material through the sharing of best practices used on a national, regional or global level. ICAO validation, however, does not supersede the approval for training by a national or regional regulatory body, when applicable.

**6.3.3** Duplication of course subjects is not allowed in the TRAINAIR PLUS library. When similarity is identified between courses, the validator should assist the CATC in making revisions as needed in order to differentiate one course from another. The validator should ensure there is less than 30 per cent duplication of subtasks from other courses in the library.

## 6.4 LANGUAGE

**6.4.1** Communication between ICAO and RTCEs should preferably be in English. Notwithstanding, use of ICAO’s other official languages (Arabic, Chinese, French, Russian and Spanish) would be acceptable if coordinated with the GAT Office during the ITP application process, and would be subject to the availability of ICAO experts with a command of the selected language, which may cause some delays.

**6.4.2** This principle applies to any official document, including all course material requested by ICAO during the ITP development process. It is thus the responsibility of the CATC to translate any required documents that are not available in one of ICAO’s six official languages. ICAO may wish to revise the translation, and the CATC may be charged accordingly.

## 6.5 RESPONSIBILITIES

**6.5.1** RTCEs applying for ITP development should assign a focal point who shall be responsible for the ITP project management within the RTCE and communication with ICAO. The focal point should be a CATC ISD validator who conducts the ITP internal validation of the course methodology. In addition, it is advisable for the focal point to have good written and oral communication skills in English. Course developers for ITP development must be IQCDs with a valid IQCD identification number.

**6.5.2** The Training Design and Development Unit, within the GAT Office, is responsible for the ITP project follow-up and communication with RTCEs.

## 6.6 PROCESS

**6.6.1** The ITP development process consists of the following five phases:



**6.6.2** A web-based ITP development process, including templates for the relevant phases, is available to RTCEs via the TPEMS.



## 6.7 ITP VALIDATION

**6.7.1** The ITP validation encompasses reviews of the course methodology and content. The objective of this phase addresses the design of the training course and all its supporting documents. Specifically, an ICAO ISD validator assigned by the GAT Office will examine whether the course complies with the ICAO competency-based training methodology, and another validator recognized by the relevant ICAO technical bureau will conduct a technical review to verify whether the course content complies with relevant ICAO SARPs and guidance material.

**6.7.2** ICAO validation not only confirms that the training course meets the criteria for current standards of civil aviation as set forth by ICAO, but also introduces best practices for implementation of ICAO SARPs and guidance material recommended by the RTCE.

## 6.8 OWNERSHIP

**6.8.1** The ITP is the result of joint efforts between ICAO and the RTCE, thus ICAO and the RTCE share the intellectual property of the ITP. SARPs and guidance material provided by ICAO remains the property of ICAO.

**6.8.2** Delivery of the validated ITPs requires coordination with ICAO; details will be included in the Appendix to the Memorandum of Understanding (MoU) between the RTCE and ICAO.

## 6.9 ENTITLEMENT

**6.9.1** RTCEs offering ITPs may issue certificates to the participants via the TPEMS, attesting to the successful completion of the training course. Each certificate displays the ICAO TPP logo, RTCE logo, name of the participant, title of the ITP, signature of the Chief of the GAT Office and Director of the RTCE, and a unique identifier.

**6.9.2** It should be noted that ICAO recognition of an ITP is non-transferable and cannot be extended or transferred to another training course of the RTCE or generalized to various training courses.

## 6.10 VALIDITY

**6.10.1** The recognition of an ITP is valid for a maximum period of three years. ICAO reserves the right to suspend the certificates at any time if the conditions stipulated in the MoU between the RTCE and ICAO, including its Appendix, are not respected by the RTCE.

## 6.11 FOLLOW-UP ASSESSMENT

**6.11.1** RTCEs are responsible for ensuring the ITPs they develop are up to date and in compliance with relevant ICAO SARPs and guidance material. They must also establish a course evaluation mechanism to follow up on the implementation of their ITPs and provide an annual implementation report to ICAO, including the number of deliveries, number of participants, list of instructors, course evaluations (levels 1 and 2) by participants, instructors and clients.

**6.11.2** There are no follow-up assessment fees, unless revisions to the ITP are proposed. Any proposed revisions must be presented to ICAO for approval. The RTCE must submit the revised course material, including the supporting documents. Depending on the complexity of the revisions, a formal review may be required, which could eventually entail additional fees for a technical review. Once the review and approval processes are completed, the revised ITP will begin a new three-year validity period.

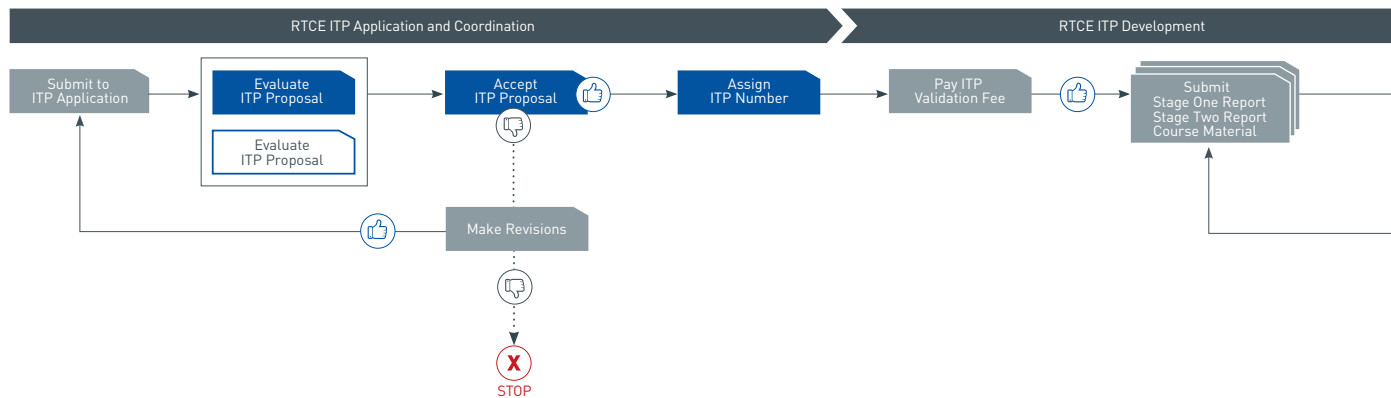


Figure 6.1 RTCE ITP Development Process

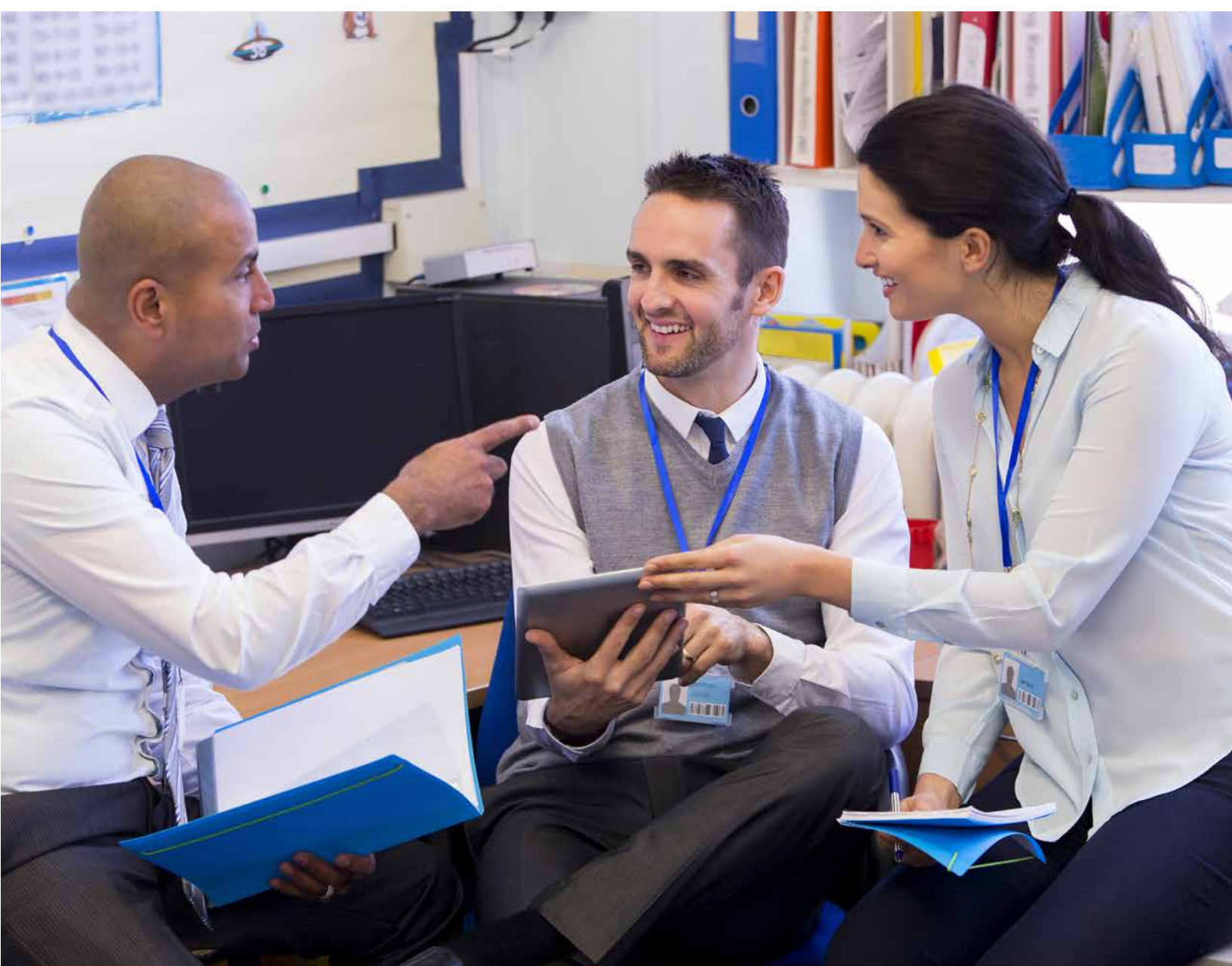
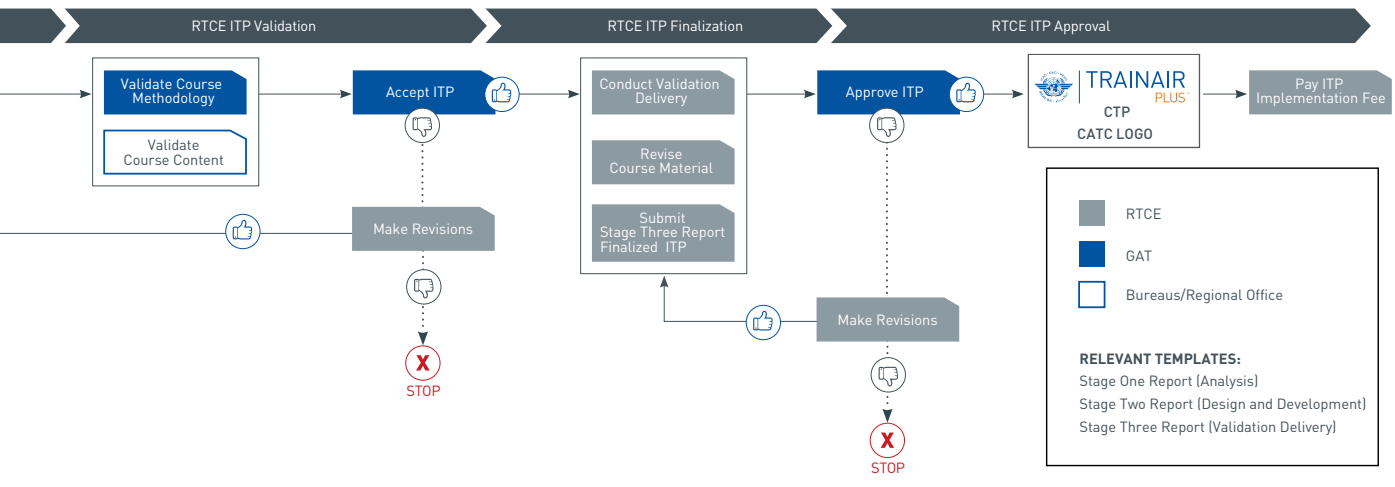
**6.11.3** In addition to the continuous monitoring of the implementation of the ITP and the annual implementation report submitted by the RTCE, a comprehensive follow-up assessment of the ITP implementation and results will be conducted by ICAO every three years in order to reassess the validity of the ITP. For this three-year reassessment period, the RTCE shall submit to ICAO a course review report detailing the following:

- a) course implementation statistics;
- b) summary of course evaluation;
- c) summary of course deliveries; and
- d) summary of course revisions.

**6.11.4** Once the course review report has been accepted by ICAO, the ITP's validity period will be renewed for three consecutive years.

## 6.12 ICAO TRAINING PACKAGE FEES

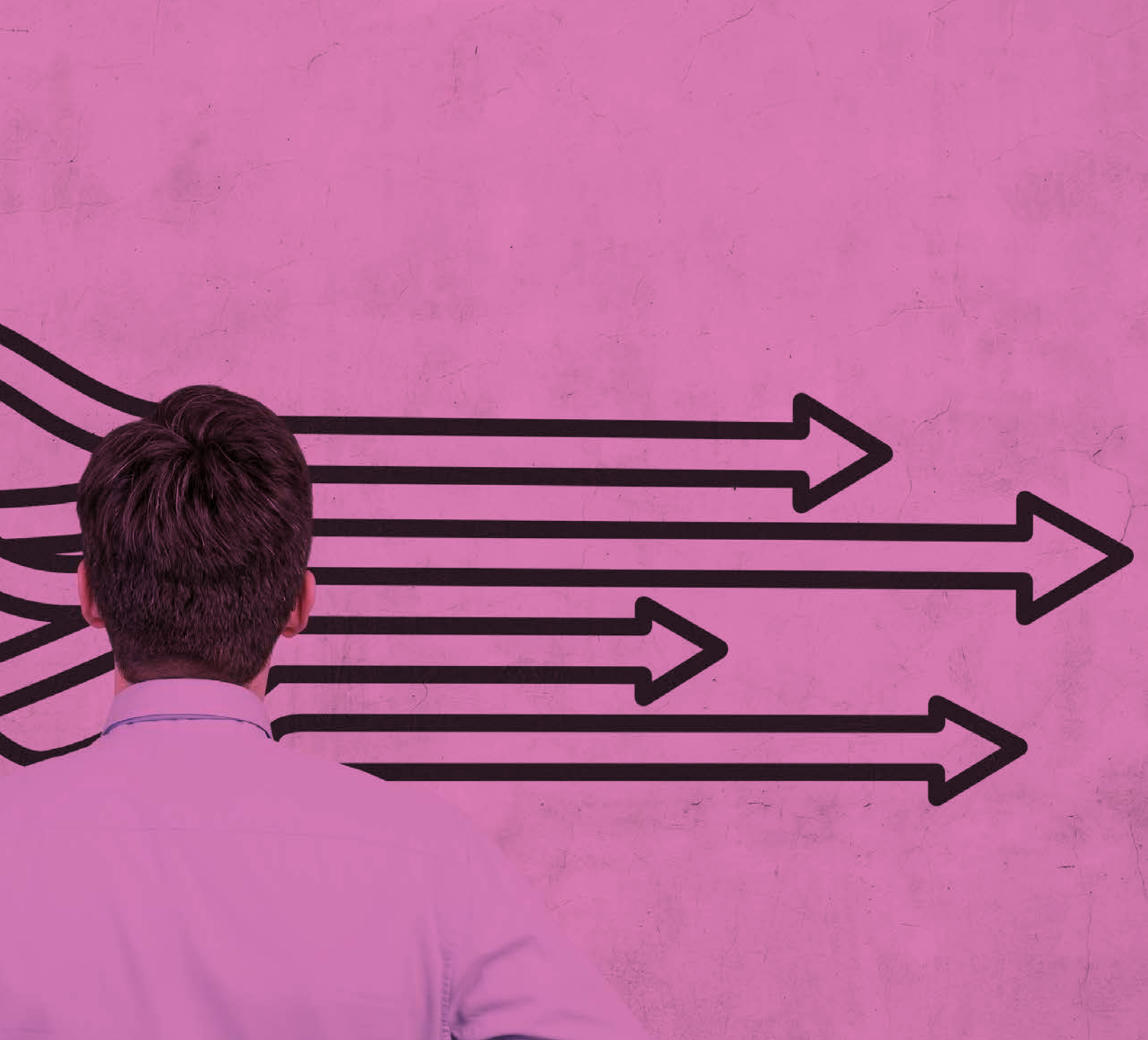
**6.12.1** For fees associated with ITP's, refer to the Supplement to Doc 10052.



# 7

## GUIDELINES FOR COMPLIANT TRAINING PACKAGE (CTP) RECOGNITION





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## 7.1 DEFINITION

**7.1.1** A Compliant Training Package (CTP) is an existing course adapted to comply with ICAO Doc 9941, focusing on operational practices, using national regulations and procedures, and/or industry requirements, referencing ICAO SARPs and guidance material, and is submitted for recognition by ICAO as compliant.

## 7.2 OBJECTIVES

**7.2.1** Recognized CTPs will allow ICAO to extend its ability to implement key activities derived from the ICAO strategic objectives involving training. Training that is compliant with ICAO SARPs ensures that sufficient qualified and current aviation professionals manage and support the international air transport system.

## 7.3 SCOPE

**7.3.1** CTPs address the need of standardizing civil aviation training practices all over the world. In fact, it creates the opportunity for ICAO to gain greater insight into the applicable methodology and technical content of courses developed by CATCs. This improves ICAO's outreach in aviation training, as CTPs must be ICAO-compliant, according to provisions contained in ICAO's Annexes to the Chicago Convention and other guideline material.

**7.3.2** CATCs will be encouraged to adjust and improve their course development and delivery strategies and tools, where necessary, in order to meet the most current standards in aviation training. As a result, global training activities will be compliant with ICAO's Civil Aviation Training Policy provisions, thus meeting best practices carried out by ICAO. ICAO compliance, however, does not supersede the approval for training by a national or regional regulatory body, when applicable.

**7.3.3** Duplication of course subjects is not allowed in the TRAINAIR PLUS library. When similarity is identified between courses, the validator should assist the CATC in making revisions as needed in order to differentiate one course from another. The validator should ensure there is less than 30 per cent duplication of subtasks from other courses in the library.

## 7.4 LANGUAGE

**7.4.1** Communication between ICAO and CATCs should preferably be in English. Notwithstanding, use of ICAO's other official languages (Arabic, Chinese, French, Russian and Spanish) would be acceptable if coordinated with the GAT Office during the CTP application process and subject to availability of ICAO experts with a command of the selected language, which may cause some delays.

**7.4.2** This principle applies to any official document, including all course material requested by ICAO during the process. It is thus the responsibility of the CATC to translate any required documents that are not available in one of ICAO’s six official languages. ICAO may wish to revise the translation, and the CATC may be charged accordingly.

## 7.5 RESPONSIBILITIES

**7.5.1** CATCs applying for CTP recognition should assign a focal point who shall be responsible for the CTP project management within the CATC and communication with ICAO. The focal point should have successfully completed the TDC and possess a valid course developer identification number. In addition, it is advisable for the focal point to have good written and oral communication skills in English.

**7.5.2** The TDD Unit within the GAT Office is responsible for the CTP project follow-up and communication with CATCs.

## 7.6 PROCESS

**7.6.1** The CTP validation process consists of the following four phases:



**7.6.2** A web-based CTP validation process, including templates for the relevant phases, is available to TPP Members via the TPEMS.

## 7.7 CTP VALIDATION

**7.7.1** CTP validation encompasses review of the course methodology and content. The objective of this phase addresses the design of the training course and its supporting documents. Specifically, an ICAO ISD validator assigned by the GAT Office will examine whether the course complies with the ICAO competency-based training methodology, and another validator recognized by the relevant ICAO technical bureau will conduct a technical review to verify whether the course content complies with relevant ICAO SARPs and guidance material.

**7.7.2** In the event that the TPP Member has an in-house ISD validator, the CTP will be validated by the ISD validator, and the GAT Office will conduct quality assurance. As such, the fee covering the methodology validation will not be applicable.

**7.7.3** ICAO recognition is limited to confirming the training course meets the criteria for current standards of civil aviation, set forth by ICAO.

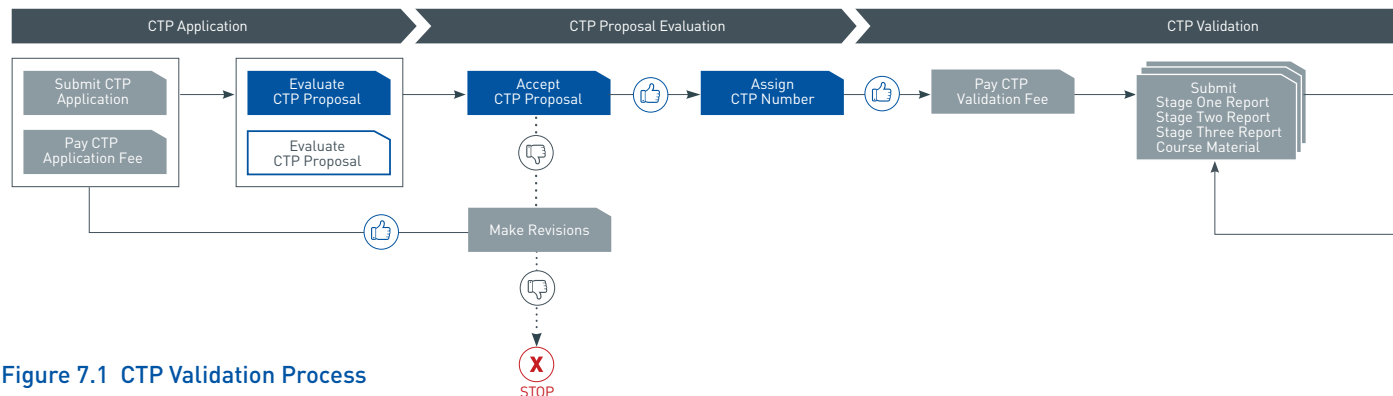


Figure 7.1 CTP Validation Process

## 7.8 OWNERSHIP

**7.8.1** The training course recognized as an ICAO CTP remains the full property and responsibility of the CATC. By granting this recognition, ICAO makes no claim about owning, using or modifying the training course.

## 7.9 ENTITLEMENT

**7.9.1** CATCs offering CTPs may issue certificates, via the TPEMS, to all the participants attesting to the successful completion of the training course. Each certificate displays the ICAO TPP logo, CATC logo, name of the participant, title of the CTP, signature of the Chief of the GAT Office and Director of the CATC, and a unique identifier.

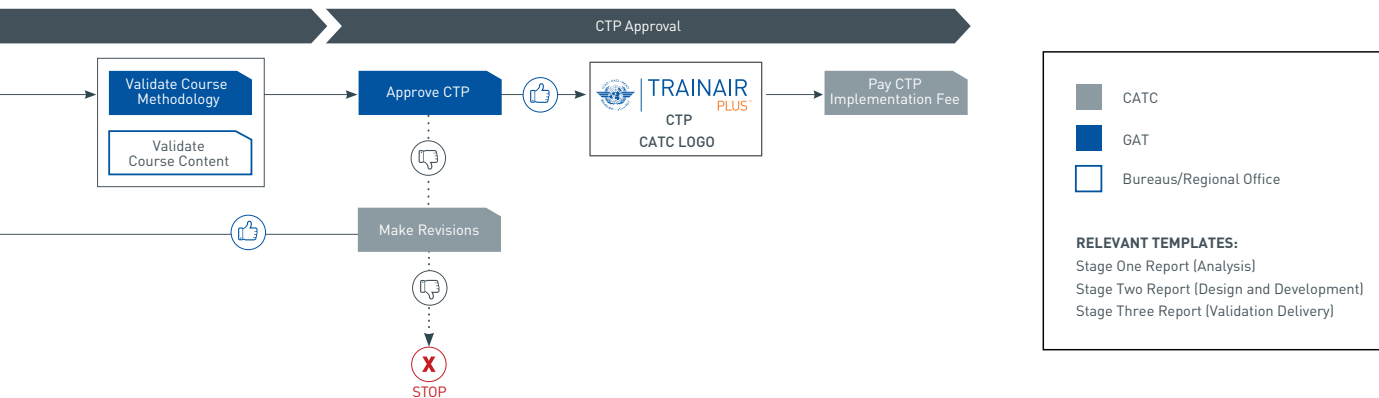
**7.9.2** It should be noted that ICAO recognition of a CTP is non-transferable and cannot be extended or transferred to another training course of the CATC or generalized to various training courses.

## 7.10 VALIDITY

**7.10.1** The recognition of an ICAO CTP is valid for a maximum period of three years. ICAO reserves the right to suspend the certificates at any time if the conditions set forth in this manual are not respected by the CATC.

## 7.11 FOLLOW-UP ASSESSMENT

**7.11.1** CATCs are responsible for ensuring the CTPs they develop are up to date and comply with relevant ICAO SARPs and guidance material. They must also establish a course evaluation mechanism to follow up on the implementation of their CTPs and provide an annual



implementation report to ICAO, including the number of deliveries, number of participants, list of instructors, course evaluations (levels 1 and 2) by participants, instructors and clients.

**7.11.2** There are no follow-up assessment fees, unless revisions to the CTP are proposed, which must be presented to ICAO for approval. The CATC must submit the revised course material, including all supporting documents. Depending on the complexity of the revisions, a formal review may be required, which could eventually entail additional fees for a technical review. Once the review and approval processes are completed, the revised CTP will begin a new three-year validity period.

**7.11.3** In addition to continuous monitoring of the implementation of the CTP and the annual implementation report submitted by CATCs, a comprehensive follow-up assessment of the CTP implementation and results will be conducted by ICAO every three years, in order to reassess the validity of the CTP. For this three-year assessment period, CATCs shall submit to ICAO a course review report, detailing the following:

- a) course implementation statistics;
- b) summary of course evaluations;
- c) summary of course deliveries; and
- d) summary of course revisions.

**7.11.4** Once the course review report has been accepted by ICAO, the CTP's validity period will be renewed for three consecutive years.

## 7.12 COMPLIANT TRAINING PACKAGE (CTP) FEES

**7.12.1** For fees associated with CTPs, refer to the Supplement to Doc 10052.



TRAINING  
COMPETENCY  
DEVELOPMENT  
COURSES FOR CATC  
CORE TRAINING STAFF





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- 8.7 Post-Training Evaluation Course (PTE) **86**



## 8.1 TRAINING COMPETENCY DEVELOPMENT COURSES

**8.1.1** Training competency development courses are developed by the GAT Office and offered to TRAINAIR PLUS Members to support their training staff in becoming ICAO-qualified competency-based course developers, instructors, validators, and managers. The TDC, TIC, TMC, VCT and PTE courses are offered globally and comply with ICAO Doc 9941, the ICAO Instructor Competency Framework, the ICAO Post-training Evaluation Methodology, and the ICAO Training Organization Assessment Guidelines.

## 8.2 TRAINING DEVELOPERS COURSE (TDC)

**8.2.1** The TDC is a core training activity of TPP. It is the main tool used to consolidate the implementation of the Programme among CATCs, through the creation of a team of course developers trained to work in CATC CDUs.

**8.2.2** The course provides professionals with advanced techniques for applying a TPP competency-based training methodology, contained in ICAO Doc 9941, to the development of ICAO-recognized Training Packages.

**8.2.3** CATCs that wish to host a TDC may do so by applying via the TPEMS.

**8.2.4** The host CATC will determine the registration fees per participant. The host CATC is responsible for covering the costs of the instructor, including travel and daily subsistence allowance, and providing the course venue and refreshments, in addition to registering participants.

**8.2.5** Particular attention should be paid to the selection of TDC participants as, once fully trained, they should be capable of preparing STPs that constitute an important contribution to global aviation training.

**8.2.6** Course developers will be registered in a database via the TPEMS.

## 8.3 TRAINING INSTRUCTORS COURSE (TIC)

**8.3.1** The TIC will enable participants to methodically conduct competency-based training courses, in accordance with ICAO Instructor Competency Framework, and apply the required training strategies for course delivery of STPs and other competency-based courses.

**8.3.2** Particular attention should be paid to the selection of TIC participants as, once fully trained, they should be capable of delivering competency-based training.

## 8.4 TRAINING MANAGERS COURSE (TMC)

**8.4.1** The TMC is most beneficial for those who are responsible for establishing, managing or operating a CATC, such as directors, department heads, and training managers.

**8.4.2** The TMC addresses the operational aspects of managing a CATC that meets the required standards of operation, training delivery and quality management. It will enable directors, department heads, and training managers to apply the ICAO Training Organization Assessment Guidelines in order to prepare their CATC to meet and maintain operational and quality standards for ICAO recognition.

## 8.5 MANAGING AVIATION TRAINING INTELLIGENCE COURSE (MATI)

**8.5.1** The MATI course aims to broaden the management approach of Civil Aviation Training Centre managers to practise decision-making based on managing all available aviation training intelligence. Consulting State master plans, organization analyses, evaluating training needs data, and post-training data to build the training centre portfolio and operational plan is critical to improve States' or regions' Universal Safety Oversight Audit Programme (USOAP) audit results and meet aviation growth projections with qualified personnel. Implementing an information and training management system is the key to effective management of aviation training intelligence.





## 8.6 VALIDATING COMPETENCY-BASED TRAINING COURSE (VCT)

**8.6.1** The VCT course provides ISD validators with essential knowledge, skills, and attitude to conduct a validation of competency-based training courses in accordance with ICAO Doc 9941. Senior course developers in TRAINAIR PLUS CATCs will be eligible to follow this course, if they have completed the TDC, developed at least one STP, and obtained the IQCD certificate. The course closes with a performance exam. Passing the exam is required to proceed with the validator OJT.

## 8.7 POST-TRAINING EVALUATION COURSE (PTE)

**8.7.1** The PTE course trains personnel on how to implement the TRAINAIR PLUS post-training evaluation methodology. The purpose of the methodology is to obtain quantitative and qualitative information on the impact of training delivered by training centres on job performance, in order to continuously improve courses and instructional processes. The course will teach IQCDs, instructors and managers on how to apply level 3 post-training evaluation procedures.

**8.7.2** Participants should meet one of the following entry requirements:

- a) must have successfully completed the TRAINAIR PLUS TDC course and obtain an IQCD certificate;
- b) be an instructor in the training centre or trainees' organization who evaluates trainees post-training in their workplace; and
- c) be a manager of training or human resources development who will oversee employee post-training evaluation.



# APPENDICES





Appendix A: Course Development Unit (CDU) **App-2**

Appendix B: ICAO Instructor Qualification Process **App-12**

Appendix C: ICAO Instructional Systems Design (ISD) Validator Qualification Process **App-20**

Appendix D: Working Arrangements for the Implementation of an ICAO Training Package (ITP) developed by an ICAO Regional Training Centre of Excellence (RTCE) **App-24**

Appendix E: Training Services Agreement between the International Civil Aviation Organization and the Civil Aviation Authority **App-33**

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# Appendix A

## COURSE DEVELOPMENT UNIT (CDU)

1. General
2. Organizational Structure
3. Assessment
4. Methodological Considerations in Course Development
5. TRAINAIR PLUS Support for the CDU and CATC

### INTRODUCTION

The TRAINAIR PLUS Programme (TPP) supports its Members through a recommended structure and positioning of the Course Development Unit (CDU) in their training organisations. When fully implemented in a Civil Aviation Training Centre (CATC), the CDU provides the CATC with enhanced training development capacity and improved quality control. Fully implemented CDUs enable CATCs to identify and produce a variety of quality training products with greater efficiency, leading to accelerated and broader cost recovery and revenue generation. This appendix details the CDU in order for CATCs to consider the procedures for and the benefits of full implementation.

### 1. GENERAL

#### 1.1 PRIMARY RESPONSIBILITY

**1.1.1** The primary responsibility of the TRAINAIR PLUS CDU is to develop and deliver high-quality, competency-based training courses tailored to the needs of the Member State and its region using the Training and Development Guide, Competency-based Training Methodology (ICAO Doc 9941). These courses developed by the TRAINAIR PLUS CDU are based on an extensive training needs analysis and assessment of capacity building requirements. Training courses are competency-based, task-oriented, material-dependent, and teach required knowledge, skills, and attitude, provide practical applications, and are focused on solutions to priority problems in the field of civil aviation.

**1.1.2** The primary objective of the TRAINAIR PLUS CDU is to ensure competency level in graduates.

**1.1.3** The TRAINAIR PLUS CDU supports the CATCs' Quality Management System (QMS) as per the following:

- advises on expected quality of materials to be developed;

- monitors the implementation of quality policies as established by QMS; and
- audits results of training process quality.

## 1.2 GOAL

**1.2.1** The goal of the TRAINAIR PLUS CDU is to develop and deliver competency-based courses that promote the transfer of learning by trainees to the workplace. Competency-based instruction is intended to allow instructors to:

- a) work with faculty, administration, staff and participants to establish policies and procedures for course offerings that emphasize acquisition of competencies required to perform jobs, the use of best practices, and compliance to performance standards;
- b) collaborate for excellence in teaching by developing expertise within the CATC;
- c) test new training technologies as they become available (fostering innovation); and
- d) participate in close cooperation on quality assurance processes during the design and delivery of training materials.

## 1.3 TRAINAIR PLUS Course Development Unit (CDU) Characteristics

**1.3.1** The TRAINAIR PLUS CDU workflow process determines instructional needs and develops solutions, proposes how to implement those solutions, and assesses the degree to which the instructional needs were met. To achieve this in the most effective and efficient way, the CDU is:

- a) **goal-directed:** CDU guides the preparation of instruction to accomplish specific goals and objectives;
- b) **process oriented:** CDU emphasizes the consistency of each step throughout the development and delivery processes, for instance the objectives, instruction and evaluation;
- c) **systems oriented:** all the components in the system are included to define and achieve the goal, with collaborative inputs and outputs;
- d) **a feedback mechanism:** the CDU uses system feedback to determine whether the goal is met; and
- e) proactively uses benchmarking with the CATC QMS, industry, and CAA standards to research competencies and competency-based training objectives.

## 1.4 OBJECTIVES

**1.4.1** The TRAINAIR PLUS CDU was created with the following objectives:

- a) develop ICAO-recognized Training Packages;
- b) continue development and upgrading of standardized, competency-based courses;
- c) ensure the implementation of all current training programmes into advanced technology;



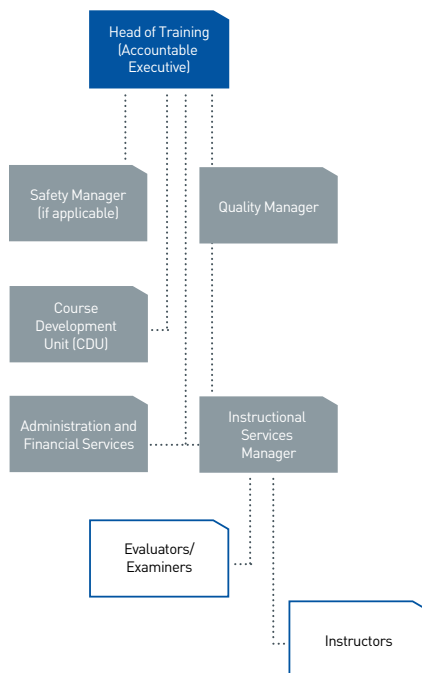
- d) select, implement and maintain an LMS (learning management system) applicable for all training delivery;
- e) assess the ongoing training needs identified by the CATC;
- f) create and implement a systematic planning process based on careful analysis to design instructional programmes aligned with the TRAINAIR PLUS methodology, as applicable;
- g) monitor instructors' competency before, during and after training delivery; and
- h) create an action plan to support the QMS implementation.

## 2. ORGANIZATIONAL STRUCTURE

### 2.1 TRAINAIR PLUS CDU within the organizational structure

**2.1.1** The CATC structure should ensure that the delivery of training meets clients' needs and expectations while maintaining compliance with the applicable regulatory requirements. The TRAINAIR PLUS CDU is one of the key components in any CATC's organizational structure, and is an important requirement for the CATC in maintaining a TRAINAIR PLUS network membership.

**2.1.2** The following organizational charts are by no means exhaustive and are not intended to meet all operational requirements. They are provided solely to assist CATCs in developing and maintaining an organizational structure that is consistent with the needs of an effective quality system governance model.



**Figure 1. A TRAINAIR PLUS CDU within the organizational structure of a very small generic CATC**

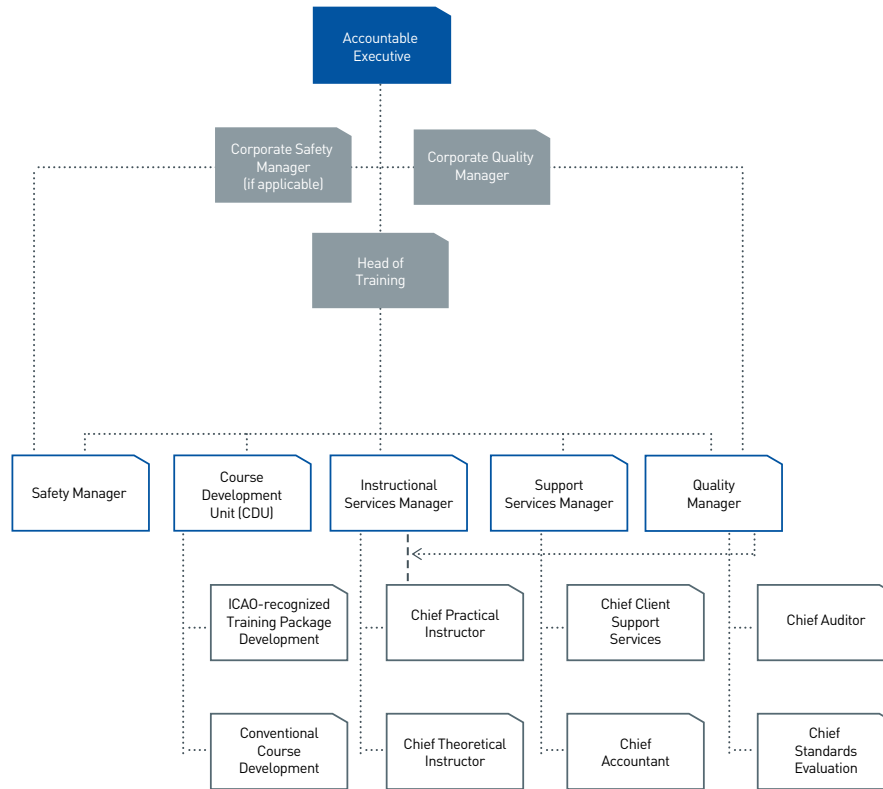


Figure 2. A TRAINAIR PLUS CDU within the organizational structure of a small/medium generic CATC

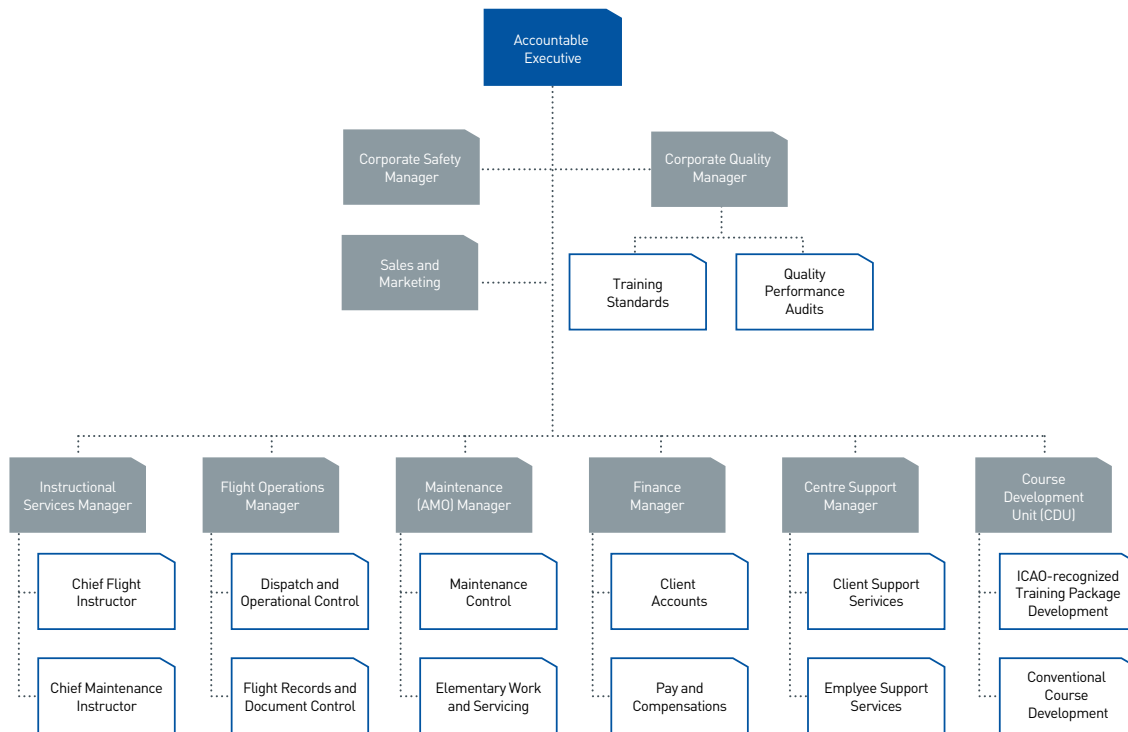


Figure 3. A TRAINAIR PLUS CDU within the organizational structure of a large (complex), multi-faceted generic CATC



## 2.2 Staff

**2.2.1** The TRAINAIR PLUS CDU is staffed by a team of course developers or Instructional Systems Designers (ISD specialists) who are experts in the development and delivery of competency-based training courses. CATC ISD specialists are trained on the TRAINAIR PLUS methodology detailed in *Training Development Guide, Competency-based Training Methodology* (Doc 9941).

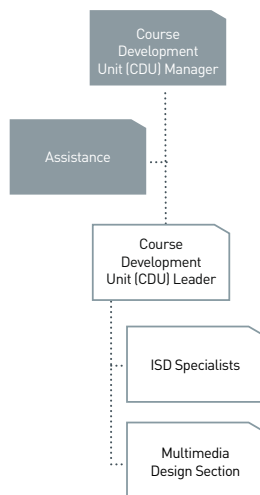
**2.2.2** Criteria for selecting the TRAINAIR PLUS CDU staff can be determined using the following recommendations:

- Professionals in the field of aviation with different specialties
- Possess more than five years of experience in their specialties
- Have instructional experience
- Demonstrate an analytical and communication skills
- Preference is given to senior instructors who are experienced with competency-based training

## 2.3 TRAINAIR PLUS CDU Structure

**2.3.1** As a key component of the CATC's organizational structure, the TRAINAIR PLUS CDU should be structured and provided with appropriate resources

**2.3.2** The following structure is provided solely to CATCs in developing and maintaining a TRAINAIR PLUS CDU structure that is consistent with the needs of an effective quality system governance model.



**Figure 4. TRAINAIR PLUS CDU structure**

## 2.4 Roles and Responsibilities

**2.4.1** To effectively manage the TRAINAIR PLUS CDU staff, it is important to provide them with a clear definition and understanding of their roles and responsibilities in the CDU, which in turn will provide them with a good understanding of the job and tasks they are to perform as an individual and within a team.

**2.4.2** The TRAINAIR PLUS CDU workflow should be designed to ensure the compliance with the following roles and responsibilities:

- a) development of ICAO-recognized Training Packages (material dependent);
- b) development of competency-based training;
- c) development/update/upgrade of STPs;
- d) update/upgrade of other conventional courses (instructor dependent);
- e) validate competency-based courses;
- f) determine training needs;
- g) support human resources development strategies;
- h) advise on problems related to instruction;
- i) advise on problems related to work performance;
- j) implement the training evaluation system, including post-training training effectiveness and impact on performance;
- k) implement an instructor validation mechanism; and
- l) support and provide technical advice to quality assurance staff.

### 2.4.3 CDU Manager responsibilities

The responsibilities of the manager are as follows:

- a) coordinate, lead and monitor work projects, priorities and needs within the CDU;
- b) assign work activities and projects as needed to ensure smooth operations, completion of work and office organization;
- c) serve as a resource to other office personnel and assist them in addressing non-routine issues, problems or questions;
- d) oversee all the activities of the CDU;
- e) manage expenses and maximize profits; ensure human resources, equipment and supplies are used in a cost-effective manner;
- f) manage department employees;



- g) conduct interviews and make hiring decisions, ensure staff are trained, conduct performance evaluations, define employee roles and responsibilities within the CDU and provide leadership; and
- h) establish department policies, identify objectives and goals, monitor progress toward goals, communicate progress and any need for change to employees and according to the upper-level hierarchical structure.

The responsibilities of the CDU leader are as follows:

- a) develop a project plan;
- b) lead course development with ISD specialists (course developers);
- c) monitor and audit the design of training programmes in accordance with the *Training Development Guide, Competency-based Training Methodology* (Doc 9941) and other related ICAO documents;
- d) evaluate the quality of deliverables: stage reports, materials and packaging to increase the first-time acceptance rate;
- e) complete procedures in the TRAINAIR PLUS electronic Management System (TPEMS) if required; and
- f) prepare and evaluate validation deliveries.

The responsibilities of the ISD specialists are as follows:

- a) liaise and conduct training needs analyses to determine training needs and training curricula;
- b) design and develop instructional material for training courses that support competency-development;
- c) revise and structure content and activities to match learning needs;
- d) develop evaluation strategies;
- e) adapt instructional materials;
- f) develop instructor guides that provide clear and detailed objectives and direction for delivering the course content;
- g) ensure that course materials are complete; and
- h) consult the Subject Matter Experts (SMEs) for technical input during the course development process.

#### **2.4.4 Multimedia Design Section responsibilities**

The Multimedia Design Section can be staffed with personnel specialized in different multimedia areas. Its responsibilities should include:

- a) provide creative images; and
- b) create media to support learning.

#### **2.4.5 Administrative assistance responsibilities**

The TRAINAIR PLUS CDU administrative assistance supports the document management, reporting, writing and storing of information.

## **2.5 Facilities**

**2.5.1** To achieve successful course development and instructional processes, the TRAINAIR PLUS CDU must have the right tools, supplies and equipment at its disposal in order to perform its job efficiently. The TRAINAIR PLUS CDU should be equipped with all the necessary items, including:

- a) work station for each ISD specialist;
- b) facilities for group work and meetings;
- c) high-quality color printer/scanner;
- d) advanced communication devices;
- e) multimedia projector;
- f) computer equipment with advanced technology;
- g) office environment with adequate lighting and ventilation; and
- h) others as applicable.



### 3. ASSESSMENT

**3.1** The TRAINAIR PLUS CDU is assessed by the TRAINAIR PLUS Programme Protocol Questions (PQs). The assessment criteria include:

- a) establishment;
- b) operational status;
- c) ISD specialist identification;
- d) qualifications and training provided to ISD specialists;
- e) TRAINAIR PLUS or other competency-based methodology used for course development;
- f) CDU facilities; and
- g) records of course development.

### 4. METHODOLOGICAL CONSIDERATIONS IN COURSE DEVELOPMENT

#### 4.1 Development of ICAO-recognized Training Packages

**4.1.1** Listed below are training packages that qualify for ICAO recognition:

a) **ICAO Training Package (ITP):**

A competency-based training course developed by ICAO, or an RTCE in cooperation with ICAO, in compliance with ICAO Doc 9941, focusing on the implementation of ICAO SARPs and guidance material.

b) **Standardized Training Package (STP):**

A competency-based training course developed by a TPP Full Member or an Associate Member for its first STP, in compliance with the ICAO Doc 9941, focusing on operational practices, using national regulations and procedures, and/or industry requirements

c) **Compliant Training Package (CTP):**

An existing course adapted to comply with ICAO Doc 9941, focusing on operational practices, using national regulations and procedures, and/or industry requirements, referencing ICAO SARPs and guidance material; and

d) **Partnership Training Package (PTP):**

A training or educational programme in aviation developed within the framework of a partnership agreement with a Corporate Partner or an industry partner.



**4.1.2** The TPP supports its Members in implementing a competency-based methodology to develop any of the four categories of ICAO-recognized courses. The specific training development methodology contained in the *Training Development Guide, Competency-based Training Methodology* (Doc 9941) must be used for the development of STPs.

## 5. TRAINAIR PLUS SUPPORT FOR THE CDU AND CATC

**5.1** Internal CATC validator: TRAINAIR PLUS has launched a training course to support the qualification on Internal CATAC course validators. The course entitled *Validating Competency-based Training* (see Chapter 8) will welcome experienced course developers who wish to become validators for their CATC. The CATC ISD Validator will play a key role in enabling the CATC to accelerate development, reduce costs, and expand its training products and services by ensuring efficient and effective processes within the CDU.

**5.2** Post-training Evaluation Methodology: TRAINAIR PLUS is launching a post-training evaluation methodology to evaluate the impact of training on job performance (Kirkpatrick Level 3). A new course will be available for course developers, instructors, and persons responsible for conducting post-training performance evaluations.

# Appendix B

## ICAO INSTRUCTOR QUALIFICATION PROCESS

1. Objective and Scope
2. Definition
3. Establishment of the Instructor Qualification Requirements
4. Online Application
5. Review of Application
6. Instructor Training
7. Approval of ICAO Instructors
8. Approval of ICAO Senior Instructors through Validation Delivery of a New ITP
9. Validity of ICAO Instructor Qualification

### 1. OBJECTIVE AND SCOPE

**1.1** This document details the ICAO instructor qualification process, in order to establish and maintain a roster of ICAO instructors for the delivery of ICAO training packages (ITPs), developed by ICAO or Regional Training Centres of Excellence (RTCEs), in collaboration with ICAO.

**1.2.** For every ITP, the Training Design and Development Unit (TDD) of the Global Aviation Training (GAT) Office is responsible to develop, maintain and manage the qualification process of instructors. It will therefore provide qualified instructors for the TRAINAIR PLUS Programme (TPP) to select when managing the delivery of ITP courses.

### 2. DEFINITION

#### 2.1 Instructor

**2.1.1** Each ICAO Instructor must have successfully completed the ICAO instructor qualification process with a valid ICAO instructor certificate.

**2.1.2** Instructors are responsible for:

- a) coordinating with the host training organization concerning training facilities, administrative support, logistics, accommodation, etc.;

- b) organizing a coordination meeting before the commencement of the course;
- c) preparing for the course delivery;
- d) delivering the course by following the course schedule and module plans;
- e) administering tests and conducting trainees' evaluation; and
- f) conducting course evaluation and providing training report to the TPP Manager.

## 2.2 Lead instructor

**2.2.1** In the event an ITP is delivered by more than one instructor, one of the instructors will be assigned by the TPP Manager as the lead instructor, based on their experience and training record, as well as ICAO's training programme needs.

**2.2.2** As the team leader for the delivery of an ITP, a lead instructor is responsible for:

- a) setting up the training schedule and administrative coordination with other instructors and the host training organization;
- b) organizing a coordination meeting before the commencement of the course;
- c) providing assignments, guidance and supervision to other instructors to ensure the quality of instruction meets training objectives, in addition to preparing for the course delivery;
- d) delivering the course by following the course schedule and module plans;
- e) administering tests and conducting trainees' evaluations; and
- f) conducting course evaluation and providing the training report to the TPP Manager.

## 2.3 Senior instructor

**2.3.1** Senior instructors are selected by the TPP Manager among experienced instructors for a specific ITP. They should have extensive experience in training, knowledge of instructional methodologies and training strategies, and at least three years of experience in the delivery of this specific ITP.

**2.3.2** In addition to instructor's responsibilities, senior instructors are responsible for:

- a) delivering a course to the highest standard with no direct supervision;
- b) providing guidance to instructional staff to ensure the highest standard of delivery is achieved;
- c) conducting assessments of prospective instructors during the Instructor Preparation and Briefing (IPB) and On-the-Job Training (OJT);
- d) conducting assessments of instructors for continuous oversight and recurrent training; and
- e) supporting the GAT Office and ICAO Programme Managers in the development and delivery of ICAO training programmes.



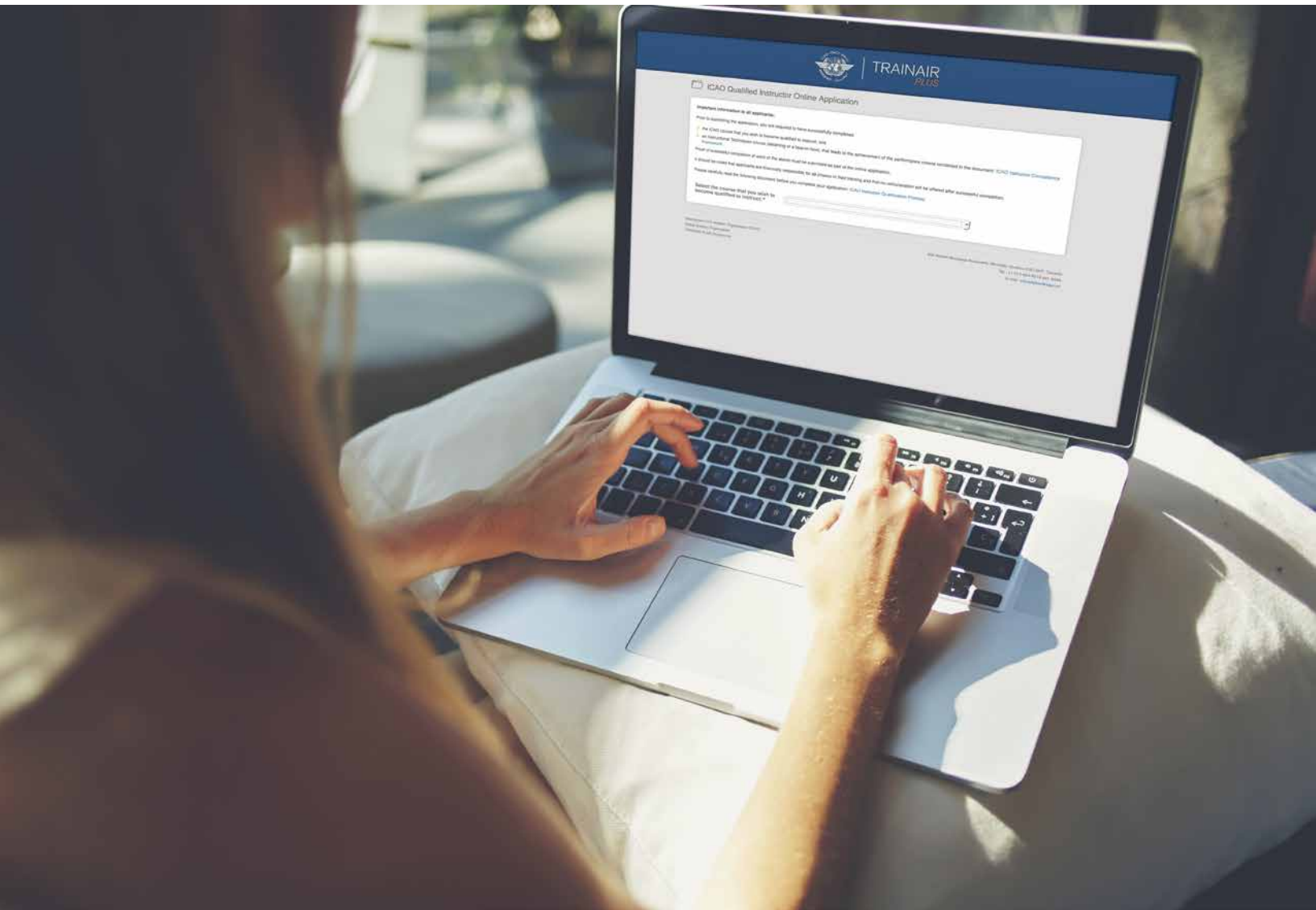
**2.3.3** In exceptional circumstances, the instructor of a new ITP may be recognized as a senior instructor within three years of delivery of the ITP, based on their expertise and training experience.

### 3. ESTABLISHMENT OF THE INSTRUCTOR QUALIFICATION REQUIREMENTS

**3.1** One month before the validation delivery of a new ITP, TDD shall establish the appropriate instructor qualification requirements in coordination with the Subject Matter Expert (SME) and the responsible ICAO Bureau/Section.

**3.2** Once the instructor qualification requirements for an ITP are established, it will be integrated in the ICAO instructor online application.

**3.3** When an ITP is lacking instructors for course delivery, TPP, TDD and the Training Assessments and Consulting Unit (TAC) will work together to identify potential applicants and encourage them to submit their online application.



## 4. ONLINE APPLICATION

**4.1** Applicants to the ICAO instructor qualification process must first set up a personal profile, and then complete the instructor online application at <https://www4.icao.int/TPEMS/InstructorApplication>.

**4.2** Detailed instructor qualification requirements for each ITP are described in separate appendices. Before submitting an application, applicants must meet the following requirements:

- a) have successfully completed the course that an applicant wishes to be qualified as an instructor;
- b) have successfully completed the ICAO Training Instructors Course (TIC), or any equivalent Instructional Techniques course that leads to the achievement of the performance criteria contained in the ICAO Instructor Competency Framework; and
- c) have excellent reading, writing, listening and speaking skills in one of the ICAO languages (Arabic, Chinese, English, French, Russian or Spanish) used for the delivery of the specific course, ability to communicate in English is desirable;
- d) be an SME in the desired field of instruction;
- e) have extensive knowledge of the Convention on International Civil Aviation (Chicago Convention), ICAO Standards and Recommended Practices (SARPs) and associated guidance material related to the desired field of instruction;
- f) have at least three years of active experience, at the operational level, in the subject to be taught, with ICAO, a Civil Aviation Authority, air operator, aerodrome operator, air navigation service provider or similar aviation-related organization;
- g) specific qualification requirements for the delivery of an ITP; and
- h) applicants working for a TPP Member must obtain a letter from their employer to nominate the applicant to be an ICAO instructor. This letter is not required in the event that the applicant is the Director of the TPP Member.

## 5. REVIEW OF APPLICATION

**5.1** Applications will be processed by the GAT Office in the order in which they arrive.

**5.2** The GAT Office will review the application against the instructor qualification requirements for the ITP applied to.

**5.3** The application will then be evaluated by the Instructor Evaluation Team (IET), in order to ensure that the applicant's experience and technical background comply with the instructor qualification requirements. IET is composed of Chief GAT, TDD Manager and a representative from the responsible ICAO Bureau/Section.



**5.4** The GAT Office will notify the applicant if he/she does not meet the qualification requirements, and if additional information should be provided.

**5.5** Upon approval of IET, the GAT Office will inform the applicant and provide him/her with information related to the instructor training.

## **6. INSTRUCTOR TRAINING**

**6.1** The instructor training consists of two phases: the IPB and OJT. The need for an IPB in advance of OJT is determined by IET, based on the applicants' background experience and complexity of the ITP subject matter. The instructor training will be undertaken at the applicant's own expense.

### **6.2 Instructor Preparation and Briefing (IPB)**

**6.2.1** The IPB will be conducted by a senior instructor and provides applicants with practical training during a simulated training course, remotely via teleconference or face-to-face depending on the particular case.

**6.2.2** Following the IPB, the senior instructor will complete the IPB Appraisal Form, evaluating the IPB applicant's knowledge, skills and attitude against those contained in the ICAO Instructor Competency Framework, and the applicant's knowledge of the ITP course content.

**6.2.3** In case of failure, one retake of the IPB may be considered by Chief GAT, only if recommended by the TDD Manager and senior instructor who conducted the IPB.

**6.2.4** After successful completion of the IPB, the GAT Office will notify the applicant and provide him/her with the information to undergo the OJT.

### **6.3 On-the-Job Training (OJT)**

**6.3.1** The OJT will also be conducted by a senior instructor and provides applicants with the opportunity to deliver, at minimum, 50 per cent of the ITP course content in a real training session.

**6.3.2** Following the OJT, the senior instructor will complete the Instructor OJT Appraisal Form, evaluating the OJT applicant's performance against the ICAO Instructor Competency Framework, and the applicant's knowledge of the ITP course content.

**6.4** Senior instructors who will provide IPB and/or OJT to applicants must be exemplary in their course delivery. They are assigned by the TDD Manager, in cooperation with the TPP Manager, based on various considerations, such as their experience, performance evaluations, training records, language, location, etc.

## 7. APPROVAL OF ICAO INSTRUCTORS

**7.1** Based on the recommendation of the senior instructor, the TDD Manager will process the approval for the applicant to be an ICAO instructor.

**7.2** Should Chief GAT confirm that the applicant is qualified to be an ICAO instructor for a specific ITP, an ICAO instructor certificate signed by Chief GAT will be issued accordingly, and the newly qualified instructor will be added to the roster of ICAO instructors for the specific ITP and specific language(s).

**7.3** Should Chief GAT determine that the applicant requires additional OJT, he/she will be given the opportunity to conduct a second OJT course. This second OJT course will be conducted with, and assessed by, a different senior instructor than the first OJT course, unless there is no other senior instructor available for this specific ITP. No more than two OJT courses may be delivered by an applicant. If the applicant fails both OJT courses, he/she will be instructed to take additional training and may reapply upon its completion. Proof of successful completion of additional training will need to be communicated to the GAT Office.

**7.4** Should Chief GAT determine that the applicant should not be used as an ICAO instructor, he/she will be notified in writing and no further opportunities to conduct an OJT course will be offered for this ITP for a period of three years.

## 8. APPROVAL OF ICAO SENIOR INSTRUCTORS THROUGH VALIDATION DELIVERY OF A NEW ITP

**8.1** For a new ITP, the instructor in charge of the validation delivery will be the senior instructor of the specific ITP and prepare future applicants to become ICAO instructors, as required.

**8.2** The instructor in charge of the validation delivery may be recognized as a senior instructor provided that:

- a) he/she has completed the online application, and this application has been approved by the IET;
- b) he/she has contributed to the ITP development as an SME listed in the TRAINAIR PLUS Electronic Management System (TPEMS); and
- c) he/she has at least three years of experience in training delivery.

**8.3** Upon approval by the IET, the GAT Office will notify the applicant if he/she meets the instructor qualification requirements.

**8.4** Upon successful completion of the validation delivery, the TDD Manager will confirm that the applicant is qualified as an ICAO Instructor of a specific ITP, and issue the ICAO instructor certificate signed by Chief GAT.



**8.5** In exceptional circumstances, the senior instructor for the validation delivery may not be the SME who develops the ITP. This will need to be coordinated between the GAT Office and RTCE, and approved by Chief GAT.

**8.6** The course validation delivery may, in exceptional circumstances, be used to provide OJT to one applicant.

## **9. VALIDITY OF ICAO INSTRUCTOR QUALIFICATION**

**9.1** The ICAO Instructor qualification is valid for three years from the date of issuance of the certificate.

**9.2** Within the validity period of three years, an Instructor is required to deliver the course a minimum of two times, with at least one of the course deliveries in the last 18 consecutive months before the expiry date.

**9.3** For each course delivery, an instructor is expected to deliver at least 50 per cent of the course content in order to maintain instructor qualification, except for a senior instructor providing OJT to two instructor candidates in one training session. When an instructor teaches only certain module(s) or session(s) in his/her specialized area which is less than 50 per cent of the course

content, he/she is considered a “guest instructor” and this course delivery will not count toward the renewal of the instructor certificate.

**9.4** If an instructor has not delivered the course that he/she is qualified to deliver, as required in 9.2 and 9.3, he/she must undertake another OJT at his/her own expense and be re-evaluated by an ICAO senior instructor.

**9.5** The ICAO instructor certificate will be renewed every three years, contingent upon the requirements of 9.2 and 9.3, and the evaluation of the instructor’s performance during the validity period of the certificate. ICAO instructors are strongly encouraged to keep up-to-date with standards, procedures, practices, technological developments in their field of expertise, in addition to instructional techniques, in order to maintain their competencies as specified by the ICAO Instructor Competency Framework.

# Appendix C

## ICAO INSTRUCTIONAL SYSTEMS DESIGN (ISD) VALIDATOR QUALIFICATION PROCESS

1. Objective and Scope
2. Definition
3. Online application
4. Review of application
5. Validator On-the-Job Training (OJT)
6. Approval of ICAO ISD Validators
7. Validity of ICAO ISD validator qualification

### 1. OBJECTIVE AND SCOPE

**1.1** The TRAINAIR PLUS Programme (TPP) promotes the implementation of competency-based training methodology in the development of ICAO-recognized training packages: Standardized Training Package (STP), Compliant Training Package (CTP) and ICAO Training Package (ITP). As a result, to ensure collaboration among TPP Members, ICAO ISD validators are encouraged to validate training courses developed not only by their training organization, but also other TPP Members.

**1.2** To enhance civil aviation training centres' (CATCs) capacity-building and reduce the cost of course development, the Global Aviation Training (GAT) Office established the qualification process for ICAO ISD validators. This document details the qualification process to establish and maintain a roster of ICAO ISD validators for the methodology validation of ICAO-recognized training packages (STP/CTP/ITP).

**1.3** Validators, who validate the ICAO-recognized training packages (STP/CTP/ITP), should hold a valid certificate as ICAO ISD validator.

### 2. DEFINITION

#### 2.1 ICAO ISD validator

**2.1.1** ICAO ISD validators are able to conduct validations for the development and implementation of competency-based training (STP/CTP/ITP) in their training organization and in the TPP network.

### 2.1.2 ICAO ISD validators are responsible for:

- a) validating the course development methodology for the ICAO-recognized training packages (STP/CTP/ITP) developed by their training organization or other training organizations in the TPP network, in compliance with the ICAO *Training Development Guide, Competency-based Training Methodology* (Doc 9941);
- b) providing On-the-Job Training (OJT) to course developers throughout their first STP development process to ensure sufficient competency achievements in obtaining the ICAO Qualified Course Developer (IQCD) certificate;
- c) providing refresher training on the Training Development Guide (TDG) methodology to course developers as needed; and
- d) conducting assessments of IQCDs from their training organization for continuous oversight.

**2.1.3** Regional Training Centres of Excellence (RTCEs) are required to train and maintain a minimum of one ICAO ISD validator.

**2.1.4** All TPP Full Members are greatly encouraged to train their eligible course developers to be qualified as ICAO ISD validators.

## 2.2 ICAO senior ISD validator

**2.2.1** ICAO senior ISD validators are selected among experienced ISD validators by the Training Design and Development Manager. They should have extensive experience in the development of competency-based training courses, and have validated at least three ICAO-recognized training packages (STP/CTP/ITP) autonomously with a successful review of their validation performance.

**2.2.2** In addition to ISD validator responsibilities, ICAO senior ISD validators are responsible for:

- a) validating training courses to the highest standard with no direct supervision;
- b) conducting assessments of validators undergoing the OJT;
- c) conducting assessments of validators for continuous oversight and recurrent training; and
- d) supporting the GAT Office in the development of ICAO training programmes.

## 3. ONLINE APPLICATION

**3.1** Applicants to the ICAO ISD validator qualification process must first set up a personal profile, and then complete the validator online application at:

<https://www4.icao.int/tpems/ISDValidatorApplication>.



**3.2** Before submitting an application to be qualified as an ICAO ISD validator, applicants must meet the following requirements:

- a) have successfully completed the ICAO Training Developers Course (TDC);
- b) have successfully completed the development of an STP and obtain an ICAO Qualified Course Developer (IQCD) certificate;
- c) have successfully completed the ICAO Validating Competency-based Training (VCT) course and pass the performance exam; and
- d) applicants working for a TPP Member must obtain a letter of recommendation from their employer to nominate the applicant to be qualified as an ICAO ISD validator.

## **4. REVIEW OF APPLICATION**

**4.1** Applications will be processed by the GAT Office in the order in which they arrive.

**4.2** The GAT Office will review the application respectively against the ICAO ISD validator qualification requirements.

**4.3** The GAT Office will notify the applicant if he/she does not meet the qualification requirements, or if additional information is required.

**4.4** The application will then be evaluated by the Validator Evaluation Team (VET), which is composed of the Chief GAT, TPP Manager and TDD Manager.

**4.5** Upon approval of VET, the GAT Office will inform the applicant and provide him/her with information related to the validator OJT.

## **5. VALIDATOR ON-THE-JOB TRAINING (OJT)**

**5.1** The OJT will provide applicants with the opportunity to conduct the methodology validation for an ICAO-recognized training package (ITP/STP/CTP), in compliance with the ICAO Doc 9941 under the supervision of an ICAO senior ISD validator.

**5.2** An applicant must successfully complete the OJT using an ICAO-recognized training package (STP/CTP/ITP) development process through TPEMS. The course under OJT validation can be developed by any training organization in the TPP network, and the ICAO senior ISD validator is required to be present during either the DACUM (Developing A Curriculum) session or the validation delivery, as per coordination with GAT.

**5.3** The validator OJT will be undertaken at the applicant's own expense.

**5.4** Following the OJT, the ICAO senior ISD validator will complete the Validator OJT Appraisal Form, assessing the OJT validator's performance against the evaluation criteria.

## 6. APPROVAL OF ICAO ISD VALIDATORS

**6.1** Based on the recommendation of the ICAO senior ISD validator, the TDD Manager will process the approval for the applicant to be an ICAO ISD validator.

**6.2** Should Chief GAT confirm that the applicant is qualified to be an ICAO ISD validator, a certificate signed by Chief GAT will be issued accordingly, and the newly qualified ICAO ISD validator will be added to the roster of ICAO ISD validators in the TPEMS.

**6.3** Should Chief GAT determine that the applicant requires additional OJT, they will be given the opportunity to conduct a second OJT. This second OJT will be conducted with, and assessed by a different ICAO senior ISD validator than the first OJT, unless there is no other ICAO senior ISD validator available. No more than two OJTs may be taken by an applicant. If the applicant fails both OJTs, they will be instructed to take additional ISD training and may reapply upon its completion. Proof of successful completion of additional ISD training will need to be communicated to the GAT Office.

**6.4** Should Chief GAT determine that the applicant should not be used as an ICAO ISD validator, they will be notified in writing and no further opportunities of OJT will be offered for a period of three years.

## 7. VALIDITY OF ICAO ISD VALIDATOR QUALIFICATION

**7.1** The ICAO ISD validator qualification is valid for three years from the date of issuance of the certificate.

**7.2** A validator is expected to keep their currency through the validation of at least one ICAO-recognized training package (STP/CTP/ITP) every three years.

**7.3** The TPEMS will record the course rejection history. Frequent course rejections will generate a system warning which could result in the loss of the ICAO ISD validator qualification.

**7.4** If a validator has not validated an ICAO-recognized training package (STP/CTP/ITP) for three years, he/she must undertake another OJT at his/her own expense and be re-evaluated by an ICAO senior ISD validator.

**7.5** The ICAO ISD validator certificate will be renewed every three years, upon the evaluation of the validator's performance during the validity period of the certificate. ICAO ISD validators are strongly recommended to keep up-to-date with ICAO standards, procedures, ISD practices, and technological developments by participating in the ICAO Course Developers and Instructors Standardization (CDI/STD) meetings.



ICAO

GLOBAL AVIATION TRAINING  
TRAINAIR PLUS™

## Appendix D

Working Arrangements for the Implementation of an ICAO Training Package (R-ITP)

Developed by an

ICAO Regional Training Centre of Excellence (RTCE)

R-ITP Title:

XXX

Developed by:

RTCE

Attachment A to the RTCE MoU between  
International Civil Aviation Organization (ICAO) and

RTCE

signed on Date

- 1. Background**
- 2. ITP Development Information**
  - 2.1. Goal of the ITP
  - 2.2. Learning Objectives
  - 2.3. Target Population
  - 2.4. Entry Requirements
  - 2.5. Language of Instruction
  - 2.6. Mode of Delivery
  - 2.7. Course Content
- 3. ITP Delivery**
  - 3.1. Course Schedule
  - 3.2. Course Availability and hosting
  - 3.3. Delivery Requirements
  - 3.4. Number of Instructors and Participants
  - 3.5. Documentation for Trainees
- 4. Instructor Qualification**
- 5. Fee Mechanism**
- 6. Travel Arrangements for the Instructor**
- 7. Responsibilities**
  - 7.1. ICAO Responsibilities
  - 7.2. RTCE Responsibilities
  - 7.3. HOST Responsibilities (ICAO, RTCE, or other TPP Members)
- 8. Final arrangements**
- 9. Signatures**



## 1. BACKGROUND

- 0.1 The ICAO Electronic Bulletin (EB) 2014/73, dated 24 December 2014, describes the processes of development of ICAO Training Packages (ITPs) by Regional Training Centres of Excellence (RTCEs) in their authorized areas. In addition, the standard Memorandum of Understanding (MoU) signed between ICAO and each RTCE indicates that the development of each ITP by an RTCE will be coordinated with ICAO and an appendix to the MoU will be prepared for each course and signed by the Director of the RTCE and the Chief of the Global Aviation Training (GAT) Office.
- 0.2 On **date**, ICAO and the **RTCE** signed an MoU on RTCEs. The **RTCE** was recognized as an ICAO RTCE on **date**.
- 0.3 Pursuant to Article 1 of the MoU, **RTCE** has developed the ITP XXX. This ITP was developed by TRAINAIR PLUS Qualified Course Developers (IQCDs) and ICAO recognized Subject Matter Experts (SMEs) and validated by ICAO's GAT Office.
- 0.4 Pursuant to Article 11 of the MoU, this Appendix to the MoU seeks to define the working arrangement for the implementation of the ITP developed by **RTCE**.

## 2. ITP DEVELOPMENT INFORMATION

### 2.1 Goal of the ITP

This course will provide XXX with the necessary knowledge, skills and attitudes required to XXX.

### 2.2 Learning Objectives

After having successfully completed this course, participants will be able to:

- XXX
- XXX
- XXX
- XXX
- XXX.

### 2.3 Target Population

This course is most beneficial for the target population as follows:

- Primary target population:
- Secondary target population:

## 2.4 Entry Requirements

- XXX
- XXX
- XXX

Participant must score an average of at least 80% on all mastery tests to qualify for successful completion of the course.

## 2.5 Language of Instruction

English/...

## 2.6 Mode of Delivery

2.6.1 The ITP is a **classroom/online/blended** course.

2.6.2 Course duration

SEGMENTS	FORMAT	TRAINING HOURS
Module 0	Classroom/online	XXX
Module 1	Classroom/online	XXX
Module 2	Classroom/online	XXX
Module 3	Classroom/online	XXX
Module 4	Classroom/online	XXX
Module 5	Classroom/online	XXX
...		
Total:		XXX hrs

## 2.7 Course Content

Module 0 – Title

Module 1 – Title

Module 2 – Title

Module 3 – Title

Module 4 – Title

Module 5 – Title



## 3 ITP DELIVERY

### 3.1 Course schedule

	Day 1	Day 2	Day 3	Day 4	Day 5
Session 1	M0	M1	M2	M3	M4
Session 2	M1	M2	M2	M3	M5
Session 3	M1	M2	M3	M4	M5
Session 4	M1	M2	M3	M4	M5

Note: Each session is 1.5 hours long.

### 3.2 Course availability and hosting

To be proposed by **RTCE** and ICAO in relevant brochures, on websites, etc.

### 3.3 Delivery Requirements

- Classroom equipped with multimedia projection capability;
- ...

### 3.4 Number of Instructors and Participants

- One instructor for maximum of **xx** participants.
- Two instructors for maximum of **xx** participants.

### 3.5 Documentation for Trainees

Trainees will obtain a USB key on-site, containing the following:

- course materials;
- ICAO reference documents related to the course:
  - ▷ ICAO Annex **XX**— *Title*;
  - ▷ ICAO Annex **XX** – *Title*;
  - ▷ ICAO *PANS Title* (Doc **XXXX**);
  - ▷ ICAO *Document Title* (Doc **XXXX**);
- **RTCE** training promotional material; and
- ICAO training promotional material.

## 4. INSTRUCTOR QUALIFICATION

### 4.1 The instructor(s) must fulfil the following qualification requirements:

- Be an Subject Matter Expert (SME) in the field of **XXX**;
- Have extensive knowledge of relevant ICAO provisions, including **XXX, XXX, ...**;
- Have at least three years of work experience, at the operational level, **in the subject to be taught**;
- Have successfully completed the ICAO Training Instructors Course (TIC) or any equivalent Instructional Techniques course that leads to the achievement of the performance criteria contained in the ICAO Instructor Competency Framework;
- Have excellent reading, writing, listening and speaking in English/**XXX** for the course delivery; and
- ...
- ...

4.2 In addition, instructors must successfully complete all steps of the ICAO Instructor Qualification process in order to be authorized to deliver the ITP. ICAO-qualified Instructors for this R-ITP will receive an ICAO certificate valid for three years and will be listed on the Instructor Roster located in the TRAINAIR PLUS Electronic Management System (TPeMS).

4.3 In the event that two instructors are required, one will be assigned as Lead Instructor.

## 5. FEE MECHANISM

5.1 This course may be hosted by the **RTCE**, or ICAO, or a TRAINAIR PLUS Member that has obtained the authorization to host the course from ICAO and **RTCE** through the TPeMS.

5.2 The fee structure associated with hosting this R-ITP will be agreed by both parties.

5.3 When the course is hosted by **RTCE**, ICAO will invoice **RTCE** a fee according to paragraph 5.2, upon completion of the course. This fee covers the production of course materials and ICAO documentation (electronic format), and the administration and production of certificates.

5.4 When the course is hosted by ICAO, **RTCE** will invoice ICAO a fee according to paragraph 5.2, upon completion of the course. This fee covers costs of course development, maintenance, and upgrades.

5.5 To minimize the financial costs, ICAO and **RTCE** will undertake annual or biannual balance transfer(s), if possible.



## 6. TRAVEL ARRANGEMENTS FOR THE INSTRUCTOR

- 6.1 Travel for the instructor is governed by conditions and provisions of ICAO travel rules, policies, and procedures.

## 7. RESPONSIBILITIES

In addition to responsibilities included in the RTCE MoU and ICAO EB 2014/73, addressing ICAO and training centres' responsibilities for the development, delivery/hosting and evaluation of training activities, the items below address specific responsibilities of ICAO, RTCE and the host with respect to ITP.

### 7.1 ICAO Responsibilities

- Validate the R-ITP.
- Provide RTCE access to ICAO content materials for the development, revisions, and updates of the ITP.
- Provide course participants with course materials and agreed ICAO documentation in an USB key.
- Conduct communication and promotion of the course.
- Issue certificates through the TPeMS.
- Update and provide the host with the roster of current qualified instructors through the TPeMS.
- Coordinate the annual and triennial R-ITP implementation report.

### 7.2 RTCE Responsibilities

- Develop the R-ITP in collaboration with ICAO's GAT Office using ICAO course materials.
- Ensure course material is up-to-date in case of change of relevant ICAO provisions.
- Implement a course revision plan to document and ensure all required revisions from participants, ICAO, instructors and other training centres are implemented.
- Conduct communication and promotion of the ITP.
- Make relevant information available to ICAO and other training centres hosting the course.
- Undertake course evaluation and submit annual/triennial R-ITP implementation report to ICAO.

### 7.3 Host Responsibilities (ICAO, RTCE or other TPP Members)

The hosts will be responsible for activities related to the course delivery including, but not limited to, the following:

- conduct communication and promotion of the training sessions they are planning to deliver;
- register participants;
- collect attendance fees;
- transfer agreed fees to ICAO (this is for RTCE and other TPP Members);
- ensure all participants have a laptop or computer;
- provide staff to assist in the administration of the course (registration, delivery of documents, participants' information, printing of course materials, etc.);
- coordinate applicable logistics;
- ensure availability of all audio-visual equipment (projectors, computers, speakers, communications system, etc.);
- provide food and beverages for refreshment breaks (desirable);
- assist participants in obtaining their visas to enter the country (if applicable);
- provide participants with a list of preferred hotels and rates;
- provide shuttle service for transportation of the instructor from the hotel to the venue;
- provide security to ensure a safe and secure event; and
- issue a contract for the instructor to deliver the course and ensure the instructor is duly paid for his/her course delivery services, travel and daily subsistence allowance, according to United Nations regulations provided by ICAO. The table below provides a summary of costs related to the instructional delivery of the course.

## 8. FINAL ARRANGEMENTS

RTCE and the GAT Office will review the effectiveness of these arrangements on a yearly basis and may decide on necessary revisions and updates.



## 9. SIGNATURES

For <b>RTCE</b>	For the ICAO Global Aviation Training Office
Mr./Mrs. XX	
Title	Chief
<b>RTCE</b>	Global Aviation Training



# Appendix E

## TRAINING SERVICES AGREEMENT BETWEEN THE INTERNATIONAL CIVIL AVIATION ORGANIZATION AND THE CIVIL AVIATION AUTHORITY

The Civil Aviation Authority (CAA), hereinafter referred to as “CAA”, represented by the Director General and

The International Civil Aviation Organization, hereinafter referred to as “ICAO”, represented by the Secretary General;

Hereinafter referred to as the “Parties”;

AGREE ON THE FOLLOWING:

### 1. GENERAL PROVISIONS

**1.1** The Parties are hereby entering into an agreement for technical support in aviation training, human resource development, and capacity-building pursuant to the ICAO Civil Aviation Training Policy. The training services to be provided by or through ICAO will be as specified in this Training Services Agreement (hereinafter referred to as “this Agreement”).

**1.2** A detailed description of the Project(s) in relation to which specific training services are going to be provided will be set out in and designated as Training Project Document(s) (Training PRODOC(s)) to this Agreement.

**1.3** Training services to be provided by or through ICAO under this Agreement in response to requests submitted by the CAA shall be furnished under the direction of the Chief, Global Aviation Training Office of ICAO on behalf of the CAA. Nevertheless, the CAA shall retain overall responsibility for the implementation of the Project(s).

**1.4** The training services shall be approved by ICAO and shall be specified in the Training PRODOC(s) to this Agreement. Such services shall be provided in accordance with ICAO’s policies, practices, procedures and rules and subject to all necessary funds having been made available to ICAO.

**1.5** The specific responsibilities of the Parties with regard to the contribution for the implementation of Project(s) shall be outlined as inputs in the Training PRODOC(s) to this Agreement.



**1.6** ICAO and the CAA shall maintain close consultations respecting all aspects of the provision of the training services contemplated under this Agreement.

**1.7** Any change to the duration of the Agreement and/or the scope of the Project(s) shall require negotiations between the Parties.

**1.8** ICAO shall, on behalf of the CAA, contract for inputs required for the provision of the training services specified in the Training PRODOC(s) to this Agreement. The recruitment of personnel and the signature of contracts shall be subject to prior approval by the CAA.

**1.9** In the performance of the duties the personnel or contractors shall collaborate closely with officials of the CAA and shall help to execute the Project(s) in conformity with such general guidelines as the CAA may establish in consultation with ICAO. The latter shall furnish to the above-mentioned personnel or contractors whatever guidance ICAO deems necessary for the successful implementation of the services.

**1.10** Unless agreed otherwise by the CAA and ICAO in the Training PRODOC(s) to this Agreement, the CAA shall be solely responsible, using funds other than those specified in the Training PRODOC(s), for the recruiting of local personnel and payment of their salaries and benefits, as well as for the administrative support (local secretarial and personal services, offices, locally produced equipment and supplies, transportation within the country, and communications) required for the execution of the Project(s) and the provision of the Services and related support.

**1.11** The funds and activities under this Agreement shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices.

**1.12** The obligations assumed by the Parties under this Agreement shall continue to exist after termination of this Agreement to the extent necessary to permit the orderly finalization of activities, the withdrawal of personnel, the distribution of funds and assets, the liquidation of accounts existing between the Parties, and the settlement of contractual obligations. Additional funds, if necessary, to cover the above-mentioned expenditures shall be provided by the CAA.

**1.13** Nothing in this Agreement will constitute either Party acting as agent for the other for any purpose and nothing herein will be construed as granting either Party the right to make commitments of any kind for or on behalf of the other Party.

## **2. FINANCING PROVISIONS**

**2.1.** The estimated total cost of the training services will be indicated in the Training PRODOC(s) to this Agreement. For management of the services, ICAO shall be paid Administrative Charges as indicated in the Training PRODOC(s). The total cost (Services and Administrative Charges) of the Project(s) may not exceed the amount reflected in the Training PRODOC(s) without the prior agreement of the CAA.

**2.2.** Upon signature of the Training PRODOC(s), the CAA shall deposit the amounts detailed in the Training PRODOC(s) to cover the estimated cost of the Services and Administrative Charges.

**2.3.** All cash receipts to, and payments made by, ICAO under this Agreement shall be recorded in a separate account, opened, inter alia, in order to place on record the receipt and administration of payments. All payments made to ICAO shall be made in U.S. dollars and deposited in ICAO's bank account as follows:

Pay to:	//CC000305101
	Royal Bank of Canada
	Ste. Catherine and Stanley Branch
	Montréal, Quebec, Canada
	H3B 1H7
Bank Code:	003
Transit Code:	05101
Swift Code:	ROYCCAT2
For credit to:	400-416-4
Swift code:	ROYCCAT2

**2.4.** ICAO shall not be obliged to begin or continue the provision of the training services until the payments mentioned in paragraphs 2.2 and 2.6 of this Agreement have been received and ICAO shall not be obliged to pay or commit any sums exceeding the funds deposited in the aforementioned account.

**2.5.** ICAO shall furnish the CAA with unaudited financial statements concerning the training services covered in this Agreement, showing the status of the funds in U.S. dollars as at the end of March, June, September and December. After ICAO has concluded the provision of the services, it shall submit to the CAA a final financial statement. In the event that the CAA requests that a special audit/evaluation of its account or project under this Agreement be performed by the Internal or External Auditor of ICAO, the CAA shall bear the cost of such audit.

**2.6.** If due to unforeseen circumstances the funds received under this Agreement should prove insufficient to cover the total cost of provision of the Services and Administrative Charges, ICAO shall inform the CAA to that effect and additional funds, if required, shall be made available to ICAO before the continuation of the project.

**2.7.** Any balance of funds not disbursed and not committed at the conclusion of the services shall be returned to the CAA on request, or be retained in the account for future use as defined by the CAA.

### **3. DISPUTES RESOLUTION (SETTLEMENT OF DISPUTES)**

**3.1** Any dispute, controversy or claim arising out of or relating to this Agreement, or the breach, termination or invalidity thereof, shall be settled, in the first instance, by direct negotiations between the Parties. If unsuccessful, such dispute, controversy or claim shall be settled by



arbitration in accordance with the United Nations Commission on International Trade Law (UNCITRAL) Arbitration Rules, as in force at the time of arbitration. The place of arbitration shall be Montréal, Province of Quebec, Canada, conducted in the English language. Arbitration shall be conducted by one arbitrator. The arbitral award shall contain a statement of reasons on which it is based and shall be accepted by the Parties as the final adjudication of the dispute.

#### **4. ICAO PRIVILEGES AND IMMUNITIES**

**4.1** Nothing in or relating to this Agreement shall be deemed a waiver, express or implied, of any immunity from suit or legal process or any privilege, exemption or other immunity enjoyed or which may be enjoyed by ICAO, its officers, staff, assets and funds either pursuant to the *Convention on the Privileges and Immunities of the Specialized Agencies*, 1947 or other applicable conventions, agreements, laws or decrees.

**4.2** The CAA shall indemnify, defend, and hold harmless ICAO, its officers and staff from and against all suits, proceedings, claims, demands, losses and liability of any kind or nature brought by any third party against ICAO and resulting from, or arising in connection with the execution of the activities under this Agreement, including but not limited to those related to premises liability, personal injury, breach of contract, or property damage. This obligation shall survive any discontinuation of this Agreement.

#### **5. CONFIDENTIALITY**

**5.1** Each Party undertakes to observe and protect the confidentiality of documents, information and data of the other Party marked as confidential and acquired within the framework of this TSA or supplements, including annexes.

**5.2** The Parties will continue to observe and protect confidentiality under this Section 5 notwithstanding the discontinuation of this Agreement.

#### **6. CORRESPONDENCE**

**6.1** All correspondence relating to the implementation of this Agreement other than this signed Agreement or the amendments thereto, shall be addressed to:

<b>ICAO:</b>	<b>CAA</b>
Chief	<i>(Title)</i>
Global Aviation Training	<i>(Full address)</i>
International Civil Aviation Organization	
999 Robert-Bourassa Boulevard	
Montreal, Quebec	
Canada H3C 5H7	

6.2 The CAA shall keep ICAO duly informed of all measures which it adopts for the fulfilment of this Agreement or which may affect this Agreement.

**7. ENTRY INTO FORCE, AMMENDMENTS AND TERMINATION**

7.1 This Agreement shall come into force on the date on which it has been signed by both Parties. It shall continue to be in force until terminated under paragraph 7.3 below. Upon coming into force, it shall supersede existing Agreements concluded between the Parties on the same subject matter.

7.2 This Agreement may be amended at any time by written agreement between the Parties.

7.3 This Agreement may be terminated at any time, by either Party, giving to the other a written notification. This Agreement shall terminate sixty (60) calendar days after receipt of the notification.

7.4 The Parties will take into account all activities and arrangements which have been scheduled or are in progress at the time of notice of discontinuation, and will endeavour to allow such activities to be completed, or reach some other satisfactory termination, with the least possible disruption to each other and to the Programme participants.

Agreed on behalf of the International  
Civil Aviation Organization:

Agreed on behalf of the CAA:

Signed  
by:

\_\_\_\_\_

\_\_\_\_\_

Name:

\_\_\_\_\_

\_\_\_\_\_

Title:

\_\_\_\_\_ Secretary General \_\_\_\_\_

\_\_\_\_\_

Date:

\_\_\_\_\_

\_\_\_\_\_

- END -



## INTERNATIONAL CIVIL AVIATION ORGANIZATION

# Annex 1

To the Training Services Agreement (TSA) signed between the Civil Aviation Authority (CAA) and ICAO (Appendix E).

Training project document: GATYYXXX

(Confidential)

**Project Title:** Instruction and development of human talent  
**Project Number:** GATYYXXX  
**Government:**  
**Government Executing Agency:** Civil Aviation Authority (CAA)  
**Executing Agency:** International Civil Aviation Organization (ICAO)  
**Duration:** X months  
**Project Cost:**

**Project Outline:** Provide consultancy services with a team of international experts and the support of the ICAO Global Aviation Training Office (GAT) for...

Signed on behalf of	Signature	Name and Title	Date
International Civil Aviation Organization (ICAO)	_____	Secretary General	_____
Civil Aviation Authority (CAA)	_____	_____	_____

This is a restricted document meant only for use by the participating Government(s) and the International Civil Aviation Organization (ICAO). No part of this document may be reproduced or used in any manner by any individual, company or organization without the written approval of the International Civil Aviation Organization.

## 1. PROJECT JUSTIFICATION

### 1.1 Background

**1.1.1** The International Civil Aviation Organization (ICAO) Assembly Resolution A 38/12, Appendix D and the ICAO Civil Aviation Training Policy approved by the Council, identify the scope of ICAO activities in training and assistance to Member States in achieving and maintaining competency of aviation personnel through the ICAO Aviation Training Programme.

**1.1.2** To this effect Member States are expected to establish Human Resources Development Strategies identifying their human resources and skills needs and implement qualification programmes for aviation personnel who operate, maintain and manage all civil aviation activities, in accordance with ICAO provisions and programmes.

**1.1.3** The Civil Aviation Authority (CAA) had expressed its intention to receive technical support in the...

### 1.2 Project scope

**1.2.1** Assessment service to...

**1.2.2** Benchmarked against ICAO reference documents...

**1.2.3** Training consultancy services...

**1.2.4** Delivery of training...

### 1.3 Implementation strategy

**1.3.1** Initial mission for...

**1.3.2** During the assessment mission...

**1.3.3** Accompany and assist...

**1.3.4** Plan, organize and delivery training...

### 1.4 Strategic Objectives

**1.4.1** This project is related the following ICAO's strategic objective(s): Safety.



## 2. PROJECT INPUTS

### 2.1 CAA inputs

**2.1.1 Funding:** The CAA will transfer to ICAO the funds covering the total cost of the present project, prior to the start of project activities.

**2.1.2 Administrative Support:** The CAA will provide administrative support to the ICAO experts as necessary. In particular, adequate administrative staff, including IT support, is required.

**2.1.3 Office Accommodation:** The CAA will provide suitably furnished and equipped office space and furniture for the ICAO experts and support personnel as necessary.

**2.1.4 IT equipment:** The CAA will provide basic equipment such as telephone, computer, high speed internet connection, printers, and scanners to the ICAO experts.

**2.1.5 Documentation/support material:** The CAA will provide all relevant documentation, which is required by the project staff to perform their duties at the start of the project activities. All documents and material provided to ICAO will be kept in strict confidence. It will be CAA's responsibility to ensure the ICAO experts are provided with of all the documentation, information and data in a timely manner to complete their assignment.

**2.1.6 Authorizations:** The CAA will provide the ICAO experts with the necessary credentials to perform their duties as national inspectorate staff. They will be issued authorizations necessary to access any of the work sites contained within the approved work plan as may be required.

**2.1.7 Transportation:** The CAA will arrange free ground transportation to/from the workplace and airport upon arrival and departure to the ICAO expert(s) as necessary in the performance of their duties.

**2.1.8 Duty travel:** The CAA will support the cost for transport and all applicable allowances of the ICAO experts for duty travel within the country as required.

**2.1.9 Security:** The CAA will provide the necessary security to ensure the experts can discharge their duties.

**2.1.10 Others:** The CAA will ensure entry visa facilitation for the ICAO experts and any other assistance that may be required by the ICAO experts in the discharge of their duties.

## 2.2 ICAO inputs (funded by the CAA)

**2.2.1 Project Personnel (Phase 1):** ICAO will contract and assign to this project the experts listed below:

- Training Center Assessor X.X w/m;
- Human talent development consultant X.X w/m;
- ... X.X w/m

**2.2.2 Miscellaneous:** Reporting costs, administrative charges, and other miscellaneous charges that may be incurred will be paid by project funds.

## 3. PRIOR OBLIGATIONS

The following elements will be required prior to the commencement of the project:

- 3.1** Signature of project document by both parties.
- 3.2** The required funding to cover the cost of the project. The project will be considered as operationally active only upon receipt of funds by ICAO.

## 4. PROJECT BUDGET

The project budget for Phase 1 is presented in Attachment A – PROJECT BUDGET

## 5. JOB DESCRIPTIONS

**5.1** The ICAO Expert’s job description is presented in Attachment B – JOB DESCRIPTIONS. The job descriptions, are indicative only, and will be subject to change following the approval of CAA.

## 6. PROJECT RULES AND REGULATIONS

**6.1** All project’s activities are managed in accordance with the applicable ICAO policies, rules, regulations, processes and practices and applicable process and procedures.

**6.2** ICAO will recruit and deploy international experts/personnel in accordance with ICAO policies, practices, ICAO/TCB Field Staff Services Rules and applicable process and procedures. As consultants engaged by ICAO, their entitlement payments will be issued by ICAO. The lead-time required for the recruitment of the experts may range between six (6) weeks to three (3) months, from the moment the funds are received at ICAO until the deployment of the experts. In



the eventuality of a contract extension being required for one or more ICAO expert(s), the CAA will need to issue the necessary request at least two weeks prior to the end of the ICAO expert(s)' contract, subject to availability of funds; the request will include a justification and corresponding additional duration, as appropriate.

**6.3** This document was developed in English by the parties. Any document related to the implementation of this project that is required by the State to be translated into another official language of ICAO, as may be required, shall be performed by ICAO and charged to the project, as appropriate. Any document related to the implementation of this project that is required by the State to be translated into any other language not an official language of ICAO, shall be translated by the State. In case of disagreements on the text of any of the documents, the prevailing version will be the text in the original language.

## 7. LEGAL ASPECTS

**7.1** The funds paid to ICAO for Agreement GATYY001 shall be administered according to applicable ICAO regulations, rules, directives, procedures and practices for TSA, and used to cover expenditures and commitments incurred in respect of the services hereto, including support costs. ICAO shall maintain a TSA account in accordance with the relevant ICAO financial regulations and practices.

**7.2** In case that before or during the execution of a TSA it is necessary to modify the extension or the scope of the Agreement and this(these) change(s) implies additional funds, these funds shall be agreed by the State(s) and sent to ICAO to allow the continuation of the activities, including agreed modifications.

**7.3** ICAO shall not be obliged to begin or continue the provision of the training services until the above mentioned funds have been received. The project will come into force upon its signing by both parties and will be considered as operationally active, upon receipt at ICAO of the necessary funds as indicated in Section 4 of the present training project document.

**7.4** Any change, amendment or revision to this project (including scope, duration, budget, responsibilities, or other), will need to be formally approved in writing by both Parties.

**7.5** The project can be terminated at any time if after two formal notifications from GAT, CAA continues not to fulfil its obligations indicated in the TSA and the present Training Project Document.

**7.6** All studies, reports or any other document prepared under this Agreement are property of ICAO, and are delivered to CAA for approval.

## 8. HANDOVER OF DELIVERABLES

**8.1** All tangible deliverables produced by the project experts are handed over to the CAA who should indicate which documents are handed over, how (in hard copy or electronically), and where they are located.

**8.2** The CAA acknowledges receipt of all deliverables within 7 days following the reception, or as otherwise indicated in the approved work plan. If no acknowledgement is received within the prescribed timeframe, the deliverables will be considered as accepted.

**8.3** If any follow-up action is required, this should also be indicated in the deliverable handover note.

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## ATTACHMENT A – PROJECT BUDGET

ATTACHMENT B – JOB DESCRIPTIONS



International Civil Aviation Organization  
Technical Cooperation Bureau – Job Description

**POSITION INFORMATION**

Generic Title:		Position Number (ID):	
Specific Title:		Job Card:	
Project Number:		Post Number/Job Code:	
Duty Station:		CCOG code:	
Duration:		Starting Date:	

**ORGANISATIONAL SETTING**

**IMPACT OF OUTCOME OF THE POSITION**

**IMPACT OF OUTCOME OF THE POSITION**

**MAJOR DUTIES AND RESPONSIBILITIES**

**QUALIFICATIONS AND EXPERIENCE**

Educational background

Professional experience and knowledge

Language Skills

Competencies

**REMUNERATION**

— END —



| ICAO

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19/12/18

*Transmittal Note*

**SUPPLEMENT TO**  
**DOC 10052 — TRAINAIR PLUS OPERATIONS MANUAL (TPOM)**  
**(Fourth Edition)**

1. The attached Supplement pertains to the TRAINAIR PLUS Programme fees. Fees are subject to change and will be presented in subsequent Supplements to Doc 10052.

# Supplement to Doc 10052

## TRAINAIR PLUS Operations Manual (TPOM)

### Training Activity Fees (All fees in USD)

1. Pricing Policy
2. Application and Annual Membership Fees
3. Standardized Training Package (STP) Fees
4. ICAO Training Package (ITP) Fees
5. Compliant Training Package (CTP) Fees
6. TRAINAIR PLUS Competency Development Course Fees
7. Standardized Training Package (STP) Cost Matrix
8. Consulting Services
9. Group Pricing Structure for Trainees from Civil Aviation Regulatory Bodies
10. Payment Deadlines

## 1. PRICING POLICY

### 1.1 INTRODUCTION

**1.1.1** The Pricing Policy for the Global Aviation Training (GAT) activities complies with the ICAO Civil Aviation Training Policy and includes the pricing rationale, assumptions and fee structure. It also establishes a reserve fund and scholarship for trainees from States which in the context of capacity-building efforts within the *No Country Left Behind* initiative are endeavouring to either meet or maintain their Effective Implementation (EI) rates. Pricing for GAT activities is set by the Secretary General in accordance with this Policy, as well as relevant administrative procedures, and is included in reporting to the Council.

### 1.2 SCOPE OF ICAO TRAINING ACTIVITIES

**1.2.1** The scope of ICAO training encompasses all aviation-related areas, focusing mainly on the development of courses in areas, such as Global Plans, Standards and Recommended Practices

(SARPs), guidance material, global safety and air navigation issues, etc. ICAO training assists Member States, the aviation industry and aviation professionals with the implementation of these provisions.

### 1.3 PRICING RATIONALE

**1.3.1** Based on its non-profit principle and the pricing mechanisms contained in the ICAO Civil Aviation Training Policy, pricing of training services and products are set to recover GAT staff costs, product development, and delivery costs.

**1.3.2** Pricing of ICAO training products and services for trainees and training organizations from civil aviation regulatory bodies will be cost-based.

**1.3.3** A reserve fund for GAT activities is established to ensure its continuity, cover contingencies or any potential upfront cost for course development, and support capacity-building of Member States through scholarships<sup>1</sup>. The selection of beneficiaries will be conducted jointly between the ICAO Regional Offices and the GAT Office. The delivery of courses will be undertaken by the GAT Office or TRAINAIR PLUS Programme (TPP) Members. Pricing for ICAO training activities includes a provision for the reserve fund.

### 1.4 PRICING ASSUMPTIONS

**1.4.1** The following assumptions are considered when determining prices for ICAO training products and services:

- a) **staff costs** of the GAT Office, including consultants;
- b) **programme support costs** for services received from the Regular Programme and the Technical Cooperation Bureau (TCB);
- c) **course development costs** are calculated over a four-year period, as this timeframe corresponds to the normal lifecycle of a course before a major update or new course is required;
- d) **delivery of courses** includes logistical expenses related to external instructors and the production of training materials; and
- e) **supplementary costs** for the development, maintenance, and enhancement of the TRAINAIR PLUS Electronic Management System (TPEMS) and other online systems, such as the Learning Management Systems (LMS) to host ICAO online courses, as well as the implementation of external surveys to States and TPP Members.

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<sup>1</sup> The reserve fund is established in line with the relevant provisions set forth in paragraph 7.3 d) of *The ICAO Financial Regulations, Fifteenth Edition – 2014* (Doc 9515/15).

## 1.5 FEE STRUCTURE

1.5.1 The fee structure identifies the main sources of revenue for the GAT Office, as follows:

- a) **TPP assessment fees** are payments made by TRAINAIR PLUS Members for assessments and reassessments;
- b) **TPP annual membership and application fees** are payments made by TPP Members to cover costs of staff involved in TPP activities and general operating expenses. Any shortfall will be compensated through revenues generated by the delivery of courses while any unutilized revenue or surplus will be ring-fenced, in accordance with the ICAO Civil Aviation Training Policy;
- c) **course validation fees** cover payments for contracted qualified experts undertaking course validation services, such as an evaluation of course proposals and review of course content;
- d) **fees for the delivery of courses**, conducted by ICAO or TRAINAIR PLUS Members, are intended to cover the costs of course development and delivery, and any shortfall from TPP annual membership fees and contribution to the GAT reserve fund; and
- e) **consulting fees** are payments made by training organizations that are non-TPP Members to cover costs of providing services to support Member States requesting expertise to enhance their training capacities (i.e. conduct of assessments of training organizations outside the TRAINAIR PLUS framework, or a training needs assessments).

## 2. APPLICATION AND ANNUAL MEMBERSHIP FEES

2.1 Fees associated with TPP include the following:

- a) assessment fees;
- b) assessment travel costs<sup>2</sup>;
- c) annual membership fees; and
- d) fees for development and usage of ICAO-recognized Training Packages

	Government	Private
Initial assessment Fee	\$8 550	\$15 000
Reassessment Fee	\$8 550	\$12 000

<sup>2</sup> The assessment and reassessment entail an on-site mission. Travel for the assessor is governed by the conditions and provisions of ICAO's travel rules, policies and procedures. Air travel will be by business class if the journey is nine hours or longer and by economy class if the journey is less than nine hours. The assessor is also entitled to a daily subsistence allowance (DSA), which accounts for lodging, meals, gratuities and other general expenses of the assessor and is promulgated by the International Civil Service Commission of the United Nations. This figure is updated every month, although the final figure may change at the time of the assessment mission. The DSA may also be adjusted if the hotel rate is higher than the one used for the calculation of the DSA.

## Annual Membership and Application Fees

	Government	Private
Associate Member	\$16,245	\$20 000
Full Member	\$10,830	\$15 000
RTCE	\$18,050	\$20 000
Corporate Partner	Covered under specific agreement	Covered under specific agreement
RTCE application fee (1 time fee)	\$10 000	\$10 000
CTP application fee	\$5 000	\$5 000

**2.2** ICAO is committed to ensuring TPP is managed and implemented in a cost-effective manner. All Members are charged an annual membership fee by ICAO, in accordance with the applicable category of Membership. Membership fees are approved by the Secretary General and communicated to all Member States, in addition to being published on the TRAINAIR PLUS website.

**2.3** In determining their overall budgets, TRAINAIR PLUS Members should make provisions for the following additional expenses:

- a) provision of a TRAINAIR PLUS expert validator for an STP validation for CATCs who wish to become Full Members;
- b) training of course developers in a TDC; and
- c) assistance of ICAO or a Subject Matter Expert (SME) in developing an STP.

## 3. STANDARDIZED TRAINING PACKAGE (STP) FEES

**3.1** A flat rate of \$7 000 for the validation of all STPs, plus travel and daily subsistence allowance (DSA) for the validator, when applicable.

## 4. ICAO TRAINING PACKAGE (ITP) FEES

**4.1** There are two categories of fees associated with ITPs developed by RTCEs:

- a) **Validation fee:** The RTCE ITP validation fee is waived starting from 1 January 2019; and
- b) **Annual implementation fee:** The revenues generated from the RTCE ITP will be shared based on the fee mechanism indicated in the Working Arrangements for the implementation of an ICAO package, developed by an ICAO RTCE in DOC 10052, Section 5, Appendix D.

## 5. COMPLIANT TRAINING PACKAGE (CTP) FEES

**5.1** A non-refundable CTP application fee of \$5 000 will be paid to ICAO to cover administrative costs and technical work conducted by ICAO for review of the proposed CTP, as defined in the application.

**5.2** A CTP validation fee will be paid to ICAO once the CTP number is assigned by the GAT Office, prior to the CTP validation review. The fee covers the validation of course methodology and content.

**5.3** Considering the different levels of work expected from RTCEs (with ICAO senior course developers), Full Members (with IQCDs), Associate or Corporate Partner (with course developers), the matrix below contains validation fees based on the estimated time required to carry out the review and is determined by the course duration (number of training hours).

CTP Duration	RTCE		Full Member		Associate/Corporate	
Below 20 training hours	9.5 days for content validation (\$500/day)	\$7 250	9.5 days for content	\$9 500	9.5 days for content	\$11 750
	5 days for methodology validation (\$500/day)		9.5 days for methodology		14 days for methodology	
Between 20 and 35 training hours	14 days for content validation (\$500/day)	\$9 500	14 days for content	\$11 750	14 days for content	\$14 250
	5 days for methodology validation (\$500/day)		9.5 days for methodology		14.5 days for methodology	
Between 35 and 70 training hours	23.5 days for content validation (\$500/day)	\$14 250	23.5 days for content	\$16 500	24 days for content	\$19 000
	5 days for methodology validation (\$500/day)		9.5 days for methodology		14 days for methodology	

**5.4** Annual implementation fees cover the use of the ICAO platform for delivery and continuous monitoring of CTPs, including the use of TPEMS, promotion of training activities, generation of course certificates with the ICAO TPP logo, and support to the course owner on ICAO provisions used in the course material.

Course hosted by	Fee per participant	Fee to Host	Fee to CTP (Owner)	Fee to ICAO
CTP (Owner)	\$X XXX	N/A	75%	25%
ICAO	\$X XXX	N/A	25%	75%
Other TRAINAIR PLUS Members, authorized by the owner of the course	TBD by Host	75%	12.5%	12.5%

## 6. TRAINAIR PLUS TRAINING COMPETENCY DEVELOPMENT COURSES FEES

	Hosted by ICAO	Hosted by a TPP Member*
Training Developers Course (TDC)	\$1 500	\$500
Online instructional Techniques (TIC, Part 1) in English Only	\$500	Not applicable for online course
Training Instructors Course (TIC, Part 2) in English only	\$1 000	\$400
Training Instructors Course in Spanish and French	\$1 500	\$600
Training Managers Course (TMC)	\$1 600	\$650
Validating Competency-based Training (VCT)	\$1 600	\$650
Post-training Evaluation (PTE)	\$1 600	\$650

\*The fee per participant is charged to TRAINAIR PLUS Members when the course is hosted onsite.

## 7. STANDARDIZED TRAINING PACKAGE (STP) COST MATRIX

**7.1 Fees per use:** The TPP administrative fee will be dropped and the STP exchange fee will therefore only include the amount provided to the originator of the STP.

**7.2 Shared fees for the CATC provider:** The TPP administrative fee will be dropped while the STP exchange fee will only include the amount provided to the originator of the STP. For each subsequent delivery, 50% of the applicable fee is charged. Fees for each additional implementation represent 50% of the standard fee. To benefit from this fee, all additional purchases must be submitted in one request.

STP Duration / number of deliveries	FULL		ASSOCIATE	
	Government	Private	Government	Private
1 week duration / 1 delivery	\$1 500	\$2 250	\$2 250	\$3 500
2 weeks duration / 1 delivery	\$2 000	\$2 875	\$2 875	\$4 000
3 weeks duration / 1 delivery	\$2 500	\$3 500	\$3 500	\$4 750
4 weeks + duration / 1 delivery	\$3 000	\$4 125	\$4 125	\$5 500

## 8. CONSULTING SERVICES

- a) Former rates: \$700 daily rate and a 15% administrative charge overall (i.e. daily rate, DSA, airfare).
- b) New rates: \$1 000 daily rate (no other charges except airfare and DSA).

## 9. GROUP PRICING STRUCTURE FOR TRAINEES FROM CIVIL AVIATION REGULATORY BODIES

**9.1** To support States in the implementation of ICAO Standards and Recommended Practices (SARPs) and to facilitate training enrolment, ICAO is introducing a group fee for trainees from civil aviation regulatory bodies.

**9.2** For every two paid registrations to an ICAO Training Package (ITP), the third registration will be complimentary. This group fee is effective since 1 January 2018 and will apply to:

- a) multiples of three trainees (for every two paid registrations to an ICAO Training Package (ITP), the third registration will be complimentary);
- b) simultaneous registrations (registration should be on the same course and on the same date of the course);
- c) trainees from civil aviation regulatory bodies (all government related organizations and agencies, i.e. CAAs, Airport Authorities, Air Navigation Services Providers); and
- d) ITPs that are developed and owned by ICAO and delivered at ICAO Headquarters, Regional Offices, or a civil aviation regulatory body facility (courses that were **developed by ICAO alone** and not in partnership with others. **ICAO should be the host** (not other organizations) of the said Courses and could be held in ICAO Headquarters, Regional offices and other civil aviation regulatory body facilities).

For more information and registration, please visit the ICAO Course Catalogue at <https://www.icao.int/training/Pages/Training-Catalogue.aspx>.

*Note: Subject to a training centre's agreement, other ICAO-recognized training courses may be offered a group pricing structure as per Electronic Bulletin 2017/54. The list of courses will be available in the training website.*

## 10. PAYMENT DEADLINES

**10.1** All invoices are due upon receipt. Payments must be received within a three-month period from the date of invoice.