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Session 8

Management Aspects
of the
Training Programme



Overview

- The need for key personnel
- Cabin crew training manager
- Instructors and examiners
- Training programme developers
- Training delivery methods
- Continuous improvement of training programme
- Documentation
- Q&A



The Need for Key Personnel

- Integral to successful training programmes:

- Cabin crew training manager
- Training programme developers
- Instructors
- Examiners



- These professionals should:

- Possess good understanding of learning process
- Positively influence human behavior



The Need for Key Personnel

- To obtain quality training, need:
 - Training development
 - Continued evaluation of training programmes
- Operators should:
 - Establish qualifications for key personnel
 - Implement a process for the continuous improvement of training programmes





Cabin Crew Training Manager

- Should be appointed by operator
 - May be subject to approval by State
- Demonstrate thorough understanding and knowledge of:
 - Administrative and practical responsibilities
 - Procedures associated with the position
- Qualifications in accordance with national regulations
 - Where applicable



Cabin Crew Training Manager

- Recommended qualifications should include:
 - Experience as cabin crew member
 - Management skills
 - Experience in instructional and training skills
 - Knowledgeable about applicable regulations & operator's SOPs
- Responsibilities outlined in Chapter 14





Cabin Crew Instructor Qualification

- Prior to issue of instructor qualification all candidates should hold a cabin crew qualification
 - for which privilege to instruct is being sought
- Does not preclude subject matter expert from being authorized to instruct on their area of expertise
- Qualified & authorized instructors may be assigned to carry out instruction
 - and auditing duties to determine that required performance standards have been satisfactorily achieved
- Qualifications in accordance with national regulations
 - where applicable



Instructor Selection Process

- Instructors should undergo selection process
- Assess individual's knowledge, capability & competency suitable for instructor's role
- Determine person's motivation
- Based on criteria intended to define a proven capability in subject for which he/she expects to instruct
 - in accordance with competencies described in Chapter 14



Cabin Crew Instructor Competencies

1. Manage safety of training environment
2. Prepare training environment
3. Manage and support trainee
4. Conduct training
5. Perform trainee assessment
6. Perform course evaluation
7. Continuously improve performance



- *Refer to Appendix 1 to chapter 14 for Framework*



Cabin Crew Examiner Competencies

- **Competency unit:**
 - Conduct competency-based assessment
- **Competency elements:**
 1. Apply assessment methodology
 2. Monitor trainee's performance
 3. Conduct objective assessments
 4. Provide clear & concise feedback
 5. Document training & performance reports
- *Refer to Appendix 1 to chapter 14 for Framework*





Examiner Reliability



- Reliability is needed to ensure consistency in assessments conducted by examiners
- When examiners use assessment instrument, process should be in place to ensure:
 - consistency or stability of results given by a single examiner to same performances at different moments in time
 - **intra-examiner reliability**
 - consistency or stability of results between different examiners
 - **inter-examiner reliability**



Examiner Reliability

- If assessment instrument is multiple choice questionnaire
 - Limited training for inter and intra-examiner reliability required
 - Examiners need to apply answer key
- If examiners have to judge against criteria
 - Reliability training comes into play
 - Examiners need to be calibrated in how they interpret criteria
- *Refer to Manual of Evidence-based Training (Doc 9995)*



Instructors vs. Examiners

- National regulations may require operator to qualify and assign different individuals to fulfill **distinct** roles of cabin crew instructors & examiners
- If this is not the case
 - Both roles may be assigned to same individual
- Clear distinction in competencies required to perform respective duties
 - i.e. instructor or examiner
- If instructor is also examiner on trainees that he/she instructed
 - Should remain impartial during assessment



Training Programme Developer (TPD)

- Responsible for development of cabin crew training programme
 - That meets regulatory requirements
- TPDs should demonstrate that they possess competencies described in framework
 - *Refer to Appendix 1 to chapter 14 for Framework*
- Have ability to develop training in accordance with features of competency-based approach to training
 - *Refer to chapter 3*



TPD Responsibilities

- Designing training programme
- Defining training objectives
- Designing course examinations & practical evaluations
- Designing training modules
- Determining training strategy
- Selecting training media
- Producing competency-based training & assessment materials
- Carrying out developmental testing of competency-based training & assessment materials
- Improving training programme
 - based on analysis of different sources of information



TPD Competencies

- Competency unit:
 - Develop competency-based training and assessment
- Competency element
 - Conduct analysis
 - Develop training material
- *Refer to Appendix 1 to chapter 14 for Framework*





Training Delivery Methods

- Variety of training methods should be used
 - Classroom, CBT, hands-on exercises, simulated exercises, etc.
 - as appropriate to subject matter
- Balance between independent learning and supervised training
 - e.g. distance learning vs. classroom training
- Consider various ages, cultures & language proficiency of trainees



Training Delivery Methods

- Various training mediums should be utilized:
 - Any distance training should include technology support
 - Some learners may require more interactive learning techniques
 - Different learning styles should be considered
- CBT or distance training should incorporate learning management system
 - which ensures learning is achieved, recorded and validated
- Hands-on exercises and simulated exercises should be conducted utilizing representative training devices



Continuous Improvement

- Evaluation process should be developed for:
 - The course
 - Training personnel
 - Training material
- To continuously improve quality of training programme:
 - Course evaluation
 - Instructor performance
 - Training material evaluation





Training Material Evaluation

- At management level, operator or training organization should evaluate training material:
 - Validate competency-based training materials and results
 - Evaluate whether performance criteria objectives are met
 - Evaluate whether organizational & operational objectives are met





Documentation

- The operator should have and maintain a system for the management and control of all cabin crew training records
- Maintain records of instructors and examiners
- Training programme material
 - current training programme contents and lesson plans
 - validation of training programme and results
 - annual programme update/review



Points to Remember

- The need for key personnel
- Competencies for instructors and examiners
- Training delivery methods: a balanced approach
- Importance of examiner reliability
- Aspects of continuous improvement of programme
- Complete documentation



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