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Manual on Civil Aviation Cabin Safety Inspectors

First Edition, 2020

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INTERNATIONAL CIVIL AVIATION ORGANIZATION

ICAO

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AMENDMENTS

Amendments are announced in the supplements to the *Products and Services Catalogue;* the Catalogue and its supplements are available on the ICAO website at www.icao.int. The space below is provided to keep a record of such amendments.

RECORD OF AMENDMENTS AND CORRIGENDA

AMENDMENTS				CORRIGENDA		
No.	Date	Entered by		No.	Date	Entered by

FOREWORD

A cabin safety inspector (CSI) is a qualified person authorized by the State to carry out safety oversight activities. The CSI serves as the primary resource, cabin safety discipline subject matter expert, and advisor to the civil aviation authority (CAA) in all cabin safety-related areas, including, but not limited to, passenger handling, cabin safety procedures, cabin crew member training programmes, and cabin crew duty and rest policies.

The standardization of CSI qualifications, responsibilities, tasks, competencies and training further enhances the operational and training environment for cabin crew members while encouraging greater harmonization at the global level.

This manual provides recommendations for the selection, appointment, training and role of a State's dedicated CSI. It also establishes guidelines on the development of qualifications, responsibilities, tasks and competencies of CSIs, and on the implementation of CSI training programmes to guide CSIs in carrying out their duties. Qualified and competent CSIs enable the State to provide operators and training organizations with the highest possible national and international safety standards, enabling compliance with, and the consistent application of, regulations during aircraft operations and crew training.

Cabin safety-related requirements and oversight contribute to the overall safe operation of aircraft and the protection of the travelling public in the event of emergency situations. CSIs' oversight of these aspects is an important aviation activity at the State level.

This manual describes the State's obligations regarding oversight, emphasizing the role of civil aviation safety inspectors, their recruitment, the changing regulatory environment in which they work, and how a competency-based approach to training and assessment can prepare CSIs for their future responsibilities. Although reference is made to CSI in this manual, States may elect to give another title to this role.

The content of this manual was developed with input from experts from civil aviation authorities, operators, aircraft manufacturers, training organizations and international organizations, and thereafter submitted for extensive peer review to consider comments from the expert community. ICAO gratefully acknowledges the contributions of the ICAO Cabin Safety Group and individual experts who provided support, advice and input for this manual.

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GLOSSARY

LIST OF ACRONYMS

ADDIE	Analyse, design, develop, implement and evaluate
CAA	Civil aviation authority
CAP	Corrective action plan
CBTA	Competency-based training and assessment
CCOM	Cabin crew operations manual
CE	Critical elements
C-EFB	Cabin electronic flight bag
COA	Corrective action plan
CSI	Cabin safety inspector
IATA	International Air Transport Association
IFALPA	International Federation of Air Line Pilots' Associations
ISD	Instructional systems design
OB	Observable behaviours
OHS	Occupational health and safety
OJT	On-the-job training
QA	Quality assurance
QMS	Quality management system
RSOO	Regional safety oversight organization
SOP	Standard operating procedure
SMS	Safety management system
SPI	Safety performance indicator
SPT	Safety performance target
SSP	State safety programme

DEFINITIONS

Adapted competency model. A group of competencies with their associated description and performance criteria adapted from an ICAO competency framework that an organization uses to develop competency-based training and assessment for a given role.

Approved training organization — cabin crew. An organization approved by a Contracting State in accordance with the national regulations to perform cabin crew training and which operates under the supervision of that State.

Approved training — cabin crew. Training conducted under special curricula and supervision approved by a Member State that, where applicable, is conducted within an approved training organization.

Assessment. The determination by an instructor, assessor or evaluator as to whether a candidate meets a required competency standard under given conditions, by collecting evidence from observable behaviours. Assessment takes place during instruction and evaluation.

Audit. A systematic, independent and documented process for obtaining evidence and evaluating it objectively to determine the extent to which requirements and audit criteria are fulfilled.

Cabin crew member. A crew member who performs, in the interest of safety of passengers, duties assigned by the operator or the pilot-in-command of the aircraft, but who shall not act as a flight crew member.

Cabin safety inspector. A qualified person authorized by the State to carry out safety oversight of the cabin safety-related aspects of civil air transport operations.

Civil aviation authority (CAA). The governmental entity or entities, however titled, that are directly responsible for the regulation of all aspects of civil air transport, technical (i.e. air navigation and aviation safety) and economic (i.e. the commercial aspects of air transport).

Classroom training. In-person, instructor-led training, which may include group exercises and interactive instructional sessions.

Competency. A dimension of human performance that is used to reliably predict successful performance on the job. A competency is manifested and observed through behaviours that mobilize the relevant knowledge, skills and attitudes to carry out activities or tasks under specified conditions.

Competency-based training and assessment. Training and assessment that are characterized by a performance orientation, emphasis on standards of performance and their measurement, and the development of training to the specified performance standards.

Competency standard. A level of performance that is defined as acceptable when assessing whether or not competency has been achieved.

Conditions. Anything that may qualify a specific environment in which performance will be demonstrated.

Computer-based training. Training involving instructional aids, such as computers and tablets. Computer-based training may encompass the use of a data storage medium (such as CD-ROM or flash drive), as well as web-based training (commonly referred to as e-learning), distance learning and digital learning (such as virtual learning and gamification).

Human factors principles. Principles which apply to aeronautical design, certification, training, operations and maintenance and which seek safe interface between the human and other system components by proper consideration to human performance.

ICAO competency framework. A competency framework, developed by ICAO, is a selected group of competencies for a given aviation discipline. Each competency has an associated description and observable behaviours.

Inspection. An examination of specific activities, products or services of an aviation licence, certificate, approval or authorization holder (or applicant) performed by civil aviation inspectors to confirm compliance with requirements for the licence, certificate, approval or authorization already issued (or being issued) by the State.

Inspector. A qualified person authorized by the State to carry out oversight activities for civil aviation.

Instructional systems design (ISD). A formal process for designing training which includes analysis, design and production, and evaluation.

Observable behaviour (OB). A single role-related behaviour that can be observed and may or may not be measurable.

Operations manual. A manual containing procedures, instructions and guidance for use by operational personnel in the execution of their duties.

Operator. The person, organization or enterprise engaged in or offering to engage in the operation of an aircraft, aerodrome or associated aviation activity.

Performance criteria. Statements used to assess whether the required levels of performance have been achieved for a competency. A performance criterion consists of an observable behaviour, condition(s) and a competency standard.

Safety management system (SMS). A systematic approach to managing safety, including the necessary organizational structures, accountabilities, policies and procedures.

Safety oversight. A function performed by a State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.

State safety programme (SSP). An integrated set of regulations and activities aimed at improving safety.

Surveillance. The activities through which the State proactively verifies through inspections, audits and other activities that aviation licence, certificate, authorization or approval holders continue to meet the established requirements and function at the level of competency and safety required by the State.

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Chapter 1

INTRODUCTION

1.1 BACKGROUND

1.1.1   ICAO requires that all States employ and train individuals for the purpose of conducting safety oversight of the cabin safety-related aspects of civil air transport operations. These specialists utilize their experience, knowledge and skills when carrying out tasks, such as: certifying an air operator, reviewing safety and emergency procedures, overseeing training programmes for cabin crew members and conducting en-route inspections. This enables a higher standard of safety to exist within the cabin environment and overall in aircraft operations within the State. However, States commonly face a lack of, or insufficient, qualified technical personnel to conduct safety oversight. As a result, they may not have a designated cabin safety inspector (CSI).

1.1.2   In some States, flight operations inspectors may assume the role of a CSI, along with overseeing flight crew members and aircraft operations. The State should apply a methodology to determine its CSI staffing needs, taking into account the size and complexity of aviation activities in that jurisdiction. An individual assigned as a CSI should meet specific minimum qualifications relating to experience, knowledge, skills, abilities, fitness to perform tasks, and other aspects, to fulfil their role in terms of safety oversight. The CSI serves as the primary resource, cabin safety discipline subject matter expert and advisor to the civil aviation authority (CAA) in all cabin safety-related areas, including but not limited to, passenger management, cabin safety procedures, cabin crew member training programmes, and cabin crew duty and rest policies.

1.1.3   The role, qualifications, tasks and competencies of the CSI should be clearly defined to ensure that States meet their safety oversight responsibilities. ICAO's drive for international harmonization of aviation practices and procedures calls for the development of a standardized approach to the selection and appointment of personnel responsible for safety oversight pertaining to cabin safety. The standardization of CSI qualifications, responsibilities, tasks, competencies and training further enhances the operational and training environment for cabin crew members, while encouraging greater harmonization at the global level.

1.2 PURPOSE

1.2.1   This manual provides recommendations for the selection, appointment and role of a State's dedicated CSI. Its purpose is to provide guidelines on the development of qualifications, responsibilities, tasks and competencies of CSIs and the implementation of CSI training programmes to guide CSIs in carrying out their duties. Qualified and competent CSIs enable the State to provide operators and training organizations with the highest possible national and international safety standards, enabling compliance during aircraft operations and crew training.

1.2.2   This document has been designed to emphasize the responsibilities, functions and duties of States for safety oversight, specific to cabin safety-related aspects of civil air transport operations, and to provide information and guidance to government decision makers on the establishment and management of effective and sustainable State safety oversight of cabin safety activities.

1.2.3   This document should be used in conjunction with other ICAO documents listed in this manual, which emphasize the need for qualified and competent inspectors to conduct safety oversight within the State.

1.3   SCOPE

1.3.1   This manual applies to individuals who have been appointed as CSIs by the State and those who are responsible for the safety oversight programme required by the State.

1.3.2   The content of this manual is presented as guidance material. The approach outlined is considered an acceptable means, but not the sole means, to establish national requirements or guidance materials on the recruitment and qualification of CSIs. States should consult specific requirements in their national regulations and align them to the content of this manual, to the extent possible.

1.3.3   In this manual, the term "State" refers to the authority that is signatory to the *Convention on International Civil Aviation* (the "Chicago Convention", Doc 7300) and which normally establishes a CAA and other aviation-related authorities.

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Chapter 2

SAFETY OVERSIGHT AND THE CABIN SAFETY INSPECTOR

2.1   STATE SAFETY OVERSIGHT RESPONSIBILITY

2.1.1   Safety oversight is a function performed by the State to ensure that individuals and organizations performing an aviation activity comply with safety-related national laws and regulations.

2.1.2   The lack of, or insufficient, State safety oversight is a common problem for States. It is one of the reasons why States are unable to comply fully with national and international requirements for civil aviation safety. A State's responsibility for safety oversight is the foundation upon which a safe global air transport system is built. States that experience difficulties in carrying out safety oversight functions can impact the state of international civil aviation.

2.1.3   Safety oversight is a means for the State to ensure the effective implementation of safety-related Standards and Recommended Practices (SARPs) and associated procedures contained in the Annexes to the Chicago Convention and related ICAO documents. The State has overall safety oversight responsibilities, which emphasize its commitment to safety with respect to its aviation activity.

2.1.4   Safety oversight ensures that the national aviation industry complies with the applicable safety-related legal framework to provide a level of safety equal to, or better than, that defined by the SARPs.

2.2   CRITICAL ELEMENTS OF THE
STATE SAFETY OVERSIGHT SYSTEM

2.2.1   To establish and implement an effective and sustainable State safety oversight system, the State must implement eight critical elements (CEs). The eight CEs of a safety oversight system are presented in Figure 2-1. The effective implementation of the CEs is an indication of the State's capability for safety oversight.

2.2.2   The eight CEs are interconnected and complement each other. The State must establish CE-1 through CE-5 prior to the implementation of CE-6 through CE-8 in order to provide effective safety oversight and safety management. The CEs constitute the foundation of a State safety programme (SSP).

2.2.3   The State should work to continually improve its effective implementation of the eight CEs of the State safety oversight system in all relevant areas, as appropriate to its aviation system complexity.

Note.— *Guidance on State safety oversight, including the eight critical elements, is contained in the* Safety Oversight Manual, Part A — The Establishment and Management of a State Safety Oversight System *(Doc 9734).*
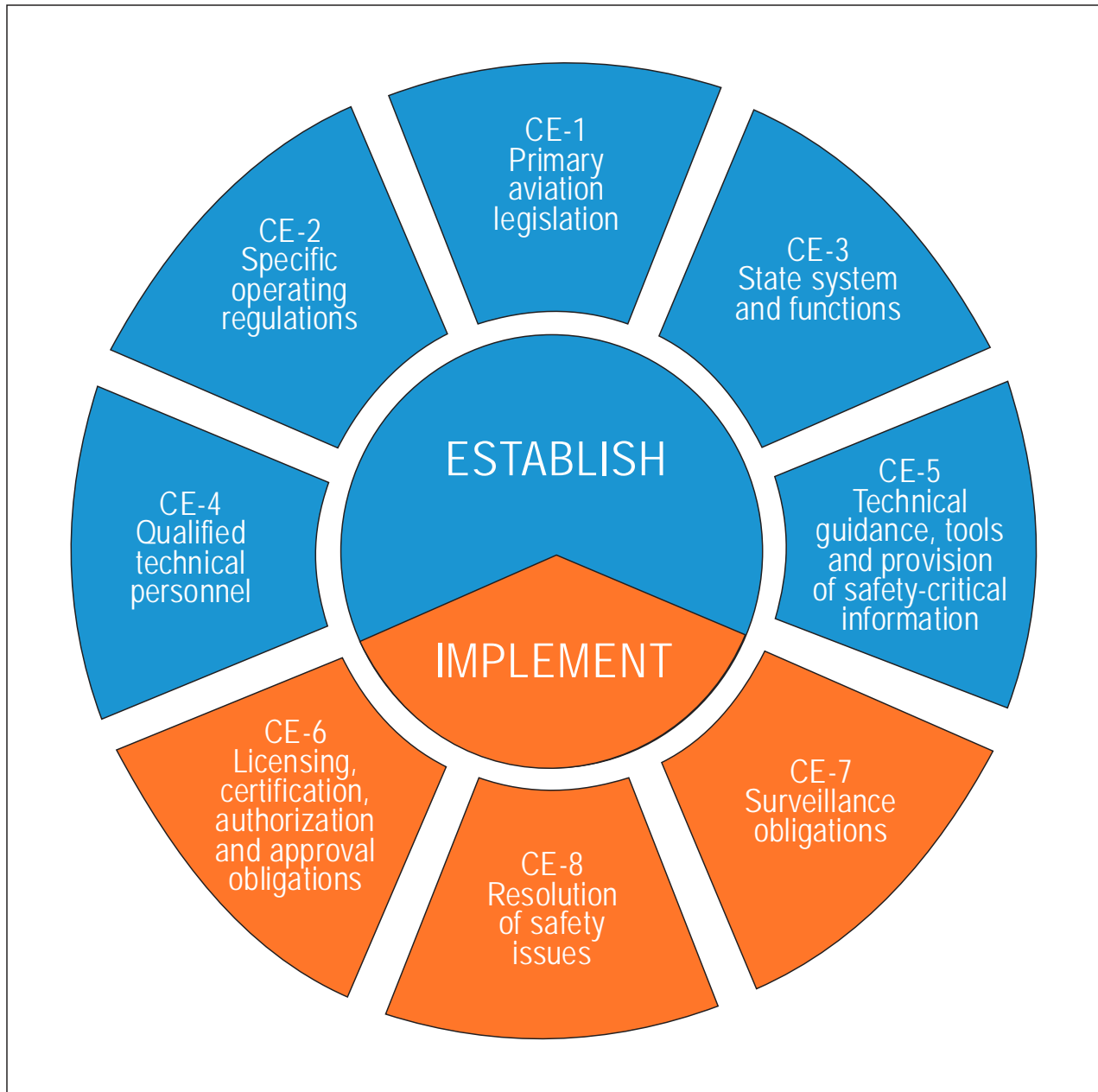
Figure 2-1.   Critical elements of a State safety oversight system

2.3   THE NEED FOR DEDICATED CABIN SAFETY INSPECTORS

2.3.1   CE-3, "State system and functions" calls for the establishment of relevant authorities or government agencies, as appropriate, supported by sufficient and qualified personnel and provided with adequate financial resources for the management of safety. The State authorities or agencies, such as the CAA, must have stated safety functions and objectives to fulfil their safety management responsibility.

2.3.2   For the State to fulfil its obligations as outlined in the Chicago Convention, the national legislation should provide for an appropriately organized, funded and empowered civil aviation system, structured to effectively fulfil the tasks that it is expected to undertake. In practice, it is necessary that the State establish an appropriate and practical organization and employ the needed personnel, including technical personnel and support staff, to carry out its safety oversight functions and duties. The State has to ensure effective and independent safety oversight by the CAA in its role as the regulator (Doc 9734, Part A refers).

2.3.3   To effectively fulfil its responsibilities, the State civil aviation system needs to be properly organized and staffed with qualified personnel capable of accomplishing the required wide range of technical duties involved in safety oversight. As part of the CAA staffing requirements, the State should employ one or more persons in the role of CSI. A CSI is a qualified person authorized by the State to carry out safety oversight and surveillance of the cabin safety-related aspects of civil air transport operations.

2.3.4   Cabin safety-related aspects must be regulated and overseen because cabin safety contributes to the prevention of accidents and incidents, the protection of aircraft occupants and the increase of survivability in the event of an emergency. Dedicated CSIs are needed to oversee the cabin safety aspects of aviation activities at the State level. CSIs are also needed to ensure the most effective oversight methods are implemented, with respect to specific cabin safety requirements and expectations, to contribute to the overall safe operation of aircraft and the protection of the travelling public.

2.3.5   As stated in Annex 19 — *Safety Management*, the State should take the necessary measures, including appropriate remuneration and conditions of service, to ensure that qualified personnel performing safety oversight functions are recruited and retained. Doc 9734, Part A further indicates that civil aviation safety inspectors should enjoy remuneration and conditions of service consistent with their education, technical knowledge and experience comparable to the industry staff whose activities they will inspect and supervise. The CAA needs to consider the staffing necessary to cover all the expertise required to fulfil its responsibilities.

2.3.6   In a State where the size of the aviation industry is relatively small and the level of complexity relatively low, the State may be able to fulfil its responsibilities in a cost-effective manner through arrangements with other States (either directly or using available ICAO tools) or a regional safety oversight organization (RSOO). In such instances, technical personnel from other States or RSOOs should include qualified and competent CSIs to oversee the cabin safety-related aspects of operations.

2.3.7   CE-4, "Qualified technical personnel" calls for the establishment of minimum qualification requirements for the technical personnel performing safety-related functions and the provision of appropriate initial and recurrent training to maintain and enhance their competence at the desired level. These requirements extend to CSIs. The State must also implement a system for the maintenance of training records for technical personnel. A sufficiently qualified and trained CSI plays an important role in maintaining a safe operation of aircraft. Detailed guidance on CSI qualifications and training is presented in Chapters 3 and 5, respectively.

2.3.8   The State should also provide appropriate facilities, comprehensive and up-to-date technical guidance material and procedures, safety-critical information, tools and equipment, and transportation means, as applicable, to the CSIs to enable them to perform their safety oversight functions effectively and in accordance with established procedures in a standardized manner.

2.4   ROLE OF THE CABIN SAFETY INSPECTOR

2.4.1   The CSI carries out all the duties related to cabin safety within the CAA. The CSI ensures the national Cabin Safety Programme is managed and implemented in accordance with national regulatory requirements and standards. The CSI is responsible to ensure the effective safety oversight by the State of all cabin safety-related aspects of civil air transport operations.

2.4.2   The role of the CSI includes, but is not limited to: developing and maintaining regulations, standards, guidance, policy and inspection criteria on issues relating to safety and emergency equipment on board passenger carrying aircraft, passenger safety-related operational procedures, design of tool kits based on incident, accident and surveillance data analyses, cabin crew training and cabin crew manuals.

2.4.3   The role of the CSI should be specifically defined and determined by the State, in accordance with national requirements. Chapter 3 presents recommended responsibilities and tasks for a CSI.

2.5   CAA STRUCTURE AND THE CSI

2.5.1   Generally, the CAA will have different sections or departments to oversee specific aspects of an operator, or other service provider. These may include, but are not limited to, the following:

       a)   flight operations;

       b)   airworthiness;

       c)   personnel licensing;

       d)   aviation security and facilitation;

       e)   dangerous goods; and

       f)   rule-making.

2.5.2   The CSI may form part of the Flight Operations (or Flight Standards) Section of the CAA, as their primary role involves the operation of aircraft, as per Annex 6 — *Operation of Aircraft*, Part I — *International Commercial Air Transport — Aeroplanes*. In such instances, the CSI may work in conjunction with the flight operations inspectors, who oversee flight crew members and aircraft operations; or independently to oversee all cabin safety-related aspects of civil air transport operations, including cabin crew members and cabin crew training.

2.5.3   In States that license cabin crew members, the CSI may form part of the Personnel Licensing Section, or similar. In such instances, the CSI would work in conjunction with, or independently from, other personnel licensing inspectors (such as those assigned to oversee pilot or air traffic controller licences). They may administer examinations managed by the CAA (e.g. for the issuance of cabin crew member licences) or conduct approvals and surveillance of approved training organizations for cabin crew, and designated cabin crew evaluators, if applicable.

2.5.4   Regardless of the organizational structure adopted by the CAA, the role of the CSI and their place within this structure should be clearly defined and documented as the subject matter expert for all cabin safety-related aspects of civil air transport operations.

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Chapter 3

CABIN SAFETY INSPECTOR QUALIFICATIONS, RESPONSIBILITIES AND TASKS

3.1 CSI QUALIFICATIONS

3.1.1   At present, there are no international Standards for the initial qualifications of CSIs. However, it is important that specific minimum qualifications relating to experience, knowledge, skills, abilities, fitness to perform tasks, and other aspects are met, so that CSIs can fulfil their role in terms of safety oversight.

3.1.2   A set of minimum qualifications enables CSI trainees to successfully complete the training programme upon hiring and increases their ability to perform the required tasks once they are in the field. CSIs must be able to conduct cabin en-route inspections that may be physically challenging, exercise good judgement, manage problematic situations and communicate effectively with flight crew members, cabin crew members, aerodrome staff and other personnel.

3.1.3   The State should develop minimum qualifications for their CSI(s). These qualifications should be in accordance with national requirements, where applicable.

3.1.4   Recommended qualifications of the CSI should include, but are not limited to, the following:

a)   recent experience:

   1)   in civil air transport operations;

   2)   a minimum of five years of experience as a cabin crew member; and

   3)   as an instructor and/or evaluator of cabin crew safety and emergency procedures training; or

   4)   in the development of safety and emergency procedures, training programmes, instructional techniques and supervision;

b)   knowledge of:

   1)   civil aviation regulations, advisory circulars and policy letters regarding the regulatory requirements pertinent to cabin crew and passenger safety issues;

   2)   cabin crew safety and emergency procedures;

   3)   safety and emergency equipment;

   4)   operator policies and standard operating procedures (SOPs);

   5)   cabin crew training programmes, instructional techniques and training media; and

   6)   aircraft cabin configurations and aircraft systems relevant to cabin crew tasks;

    c)   ability to:

        1)   interpret and apply operator certification procedures, policies, and regulations with regard to cabin safety;

        2)   provide clear and concise information consistent with the targeted audience;

        3)   evaluate programmes, analyse data, assess risks, identify trends and evaluate risk mitigation strategies;

        4)   apply civil aviation regulations, advisory circulars and policy letters regarding cabin safety issues;

        5)   prepare, review and comment on documentation for inclusion in cabin safety standards, policies and programmes;

        6)   collate, organize, write, edit and review detailed and comprehensive reports;

        7)   initiate special projects, studies, and assessments concerning aviation safety;

        8)   prepare, review and advance cabin safety issues to promote aviation safety;

        9)   effectively motivate, challenge and direct others, adapt leadership style to a variety of situations, and manage a team;

        10) work effectively alone or as part of a team environment;

        11) organize work, set priorities, determine resource requirements and determine short-term and long-term goals and strategies to achieve them;

        12) develop and deliver presentations and conduct training; and

        13) communicate effectively, both orally and in writing, including the preparation of reports;

    d)   proficiency in using word processing software and other computer programmes necessary to perform the tasks of a CSI;

    e)   general fitness to meet the physical demands associated with the possible rigours of field work and to be able to perform the tasks of a CSI;

    f)   not have any physical condition that would cause them to be a hazard to themselves or others that would interfere with their ability to fly as passengers in a variety of aircraft; and

    g)   meet the specific requirements of medical fitness, if applicable.

3.2   CSI RESPONSIBILITIES

3.2.1   CSIs can be assigned one or more of the responsibilities noted in this section. Some States may assign a portion of the responsibilities (e.g. approval of the operator's training programme) to a specific inspector, with a specialty inspector title. In such instances, the State would employ several CSIs with specific responsibilities. This may be the case in States with a large aviation industry and several operators. Alternately, the State may assign all the CSI responsibilities to a single inspector, depending on the size and complexity of that aviation authority. The content of this section can be adapted to any of these approaches and/or national contexts.

3.2.2   The CSI's responsibilities should include, but are not limited to, the following:

a)   participate in air operator certification, including evaluating the operator's emergency evacuation and ditching demonstrations, where applicable;

b)   review and approve the operator's cabin safety and emergency equipment in coordination with flight operations or airworthiness inspectors, if applicable;

c)   review and approve the operator's safety and emergency procedures and documentation (e.g. cabin crew operations manual) in coordination with flight operations inspectors, if applicable;

d)   review, approve, and inspect all cabin crew member training programmes, including training facilities and training equipment, and monitor that the approved training courses are maintained in accordance with the established standards;

e)   conduct surveillance (inspections, audits, monitoring) of all passenger-carrying civil air transport operations, including cabin en-route inspections and provide reports and recommendations as necessary;

f)   provide technical support regarding cabin safety, passenger handling and cabin crew member-related issues for assigned operators;

g)   conduct technical and operational research of cabin safety requirements, analyse regulations from foreign regulatory authorities, and provide recommendations;

h)   ensure that assigned operators comply with applicable regulations, policies and guidance by conducting inspections, audits, evaluations, including reports, recommendations, follow-up on corrective action plans and enforcement actions, as necessary;

i)   support the investigations of aircraft incidents and accidents;

j)   provide cabin safety advice, support and recommendations on the handling of functional, cross-functional, high profile, sensitive and complex issues or problems emanating from within and outside the State;

k)   develop and provide cabin safety courses and workshops to inspectors, managers and industry representatives;

l)   represent cabin safety on national and international cabin safety advisory committees and working groups to promote safety practices, awareness, and global harmonization; and

m)   work in partnership with operators and other stakeholders, such as safety representatives from worker organizations, on safety action programmes (e.g. safety information sharing, safety action teams).

3.3   CSI TASKS

3.3.1   The CSI's responsibilities can be broken down into a series of tasks and sub-tasks. The appendix to this chapter provides detailed guidance for the development of a task list for CSIs. These tasks can be used to develop a training programme for CSIs upon their hiring.

3.3.2   Each task has a series of competencies, as presented in Chapter 5. The full list of CSI competencies is presented in the appendix to Chapter 4. CSIs should demonstrate these competencies while performing the tasks.

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Appendix to Chapter 3

TASK LIST FOR CABIN SAFETY INSPECTORS

Task	Sub-task
1. Evaluate and approve cabin crew training programmes.	1.1 Use approved checklist/documentation. 1.2 Check the minimum training planned or programmed hours for each component. 1.3 Check compliance with regulations/syllabus. 1.4 Check relevance of training material, training media, representative training devices and resources being used. 1.5 Check the quality assurance (QA) of the training programme.
2. Conduct surveillance of cabin crew training programmes.	2.1 Use approved checklist/documentation. 2.2 Evaluate instructor compliance with the training programme. 2.3 Verify instructor qualifications and currency. 2.4 Check that the total hours of training are in accordance with training programmes, where appropriate. 2.5 Check that the lesson plan is compliant with the training programme. 2.6 Check that trainee-to-instructor ratio does not exceed the approved number. 2.7 Check that the number of trainees in the class does not exceed the approved number.
3. Examine and approve the operator's cabin safety department manager.	3.1 Use approved checklist/documentation. 3.2 Verify qualifications. 3.3 Follow the State's criteria, if applicable.
4. Examine and approve cabin crew instructors and evaluators.	4.1 Use approved checklist/documentation. 4.2 Verify qualifications.

		4.3	Follow the State's criteria, if applicable.
5.	Conduct surveillance of approved cabin crew instructors and evaluators.	5.1	Use approved checklist/documentation.
		5.2	Verify qualifications.
		5.3	Check that facilitation/assessment techniques are compliant with criteria.
		5.4	Check that instructor/evaluator knowledge is adequate for subject matter.
		5.5	Provide relevant feedback.
		5.6	Issue appropriate designation, if applicable.
6.	Evaluate and approve training facilities and devices.	6.1	Use approved checklist/documentation.
		6.2	Check that the training facility is satisfactory and conducive to learning.
		6.3	Check that the training devices[1] are representative of those on the operator's aircraft in the fleet.
		6.4	Check that occupational health and safety (OHS) and firefighting requirements are adequate.
		6.5	Verify the availability and functionality of training devices.
7.	Conduct surveillance of approved training facilities and devices.	7.1	Use approved checklist/documentation.
		7.2	Check that the training facility is satisfactory and conducive to learning.
		7.3	Check that the training devices are representative of those on the operator's aircraft in the fleet.
		7.4	Check that OHS and firefighting requirements are adequate.
		7.5	Verify the availability and functionality of training devices.
8.	Perform initial certification of a new operator in all cabin safety-related areas.	8.1	Use approved checklist/documentation.
		8.2	Schedule and participate in the initial meeting with all relevant stakeholders.
		8.3	Review application details.

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1.   Guidance on representative training devices is contained in the *Cabin Crew Safety Training Manual* (Doc 10002).

		8.4	Verify the qualifications of the cabin safety department manager.
		8.5	Evaluate necessary manuals and provide feedback to stakeholders.
		8.6	Evaluate and approve training facilities and devices.
		8.7	Verify the qualifications and competencies of the cabin crew training managers, instructors, evaluators and course developers.
		8.8	Check safety management systems (SMS) requirements, as applicable.
		8.9	Verify the approval of documentation phase before moving to the next phase.
		8.10	Conduct demonstration phase.
9.	Perform the initial certification of a training organization in all cabin safety-related areas.	9.1	Use approved checklist/documentation.
		9.2	Schedule and participate in an initial meeting with all relevant stakeholders.
		9.3	Review application details.
		9.4	Evaluate the necessary manuals/documentation and provide feedback to stakeholders.
		9.5	Evaluate and approve training facilities and devices.
		9.6	Verify the qualifications and competencies of cabin crew training manager, instructors, evaluators and course developers.
		9.7	Check SMS requirements, as applicable.
		9.8	Verify the approval of documentation phase before moving to the next phase.
		9.9	Conduct demonstration phase.
10.	Review manuals and documents to ensure compliance with the national regulations.	10.1	Use approved checklist/documentation.
		10.2	Check that manuals meet the established regulatory requirements.
		10.3	Check that manuals are updated and current.
		10.4	Check that documents meet the established objectives.
		10.5	Check that documents are updated and current.

	10.6 Check QA procedures.
11. Conduct surveillance of the operator in all cabin safety-related areas.	11.1 Schedule the audit/inspection with the operator.
	11.2 Conduct an opening meeting.
	11.3 Use approved checklist/documentation.
	11.4 Check manuals, documentation, QA, SMS, flight reports, flight and duty records, training records, instructor records, facility, equipment, etc.
	11.5 Identify any findings related to cabin safety and issue non-compliances, as applicable.
	11.6 Debrief with operational personnel.
	11.7 Conduct the closing meeting.
	11.8 Issue a report to stakeholders.
	11.9 Review the corrective action plan (CAP) and follow-up on the resolution of safety issues.
12. Conduct surveillance of the training organization in all cabin safety-related areas.	12.1 Schedule the audit/inspection with the training organization.
	12.2 Conduct an opening meeting.
	12.3 Use approved checklist/documentation.
	12.4 Check manuals, documentation, QA, training records, SMS, instructor records, facility, equipment, etc.
	12.5 Identify any findings related to cabin safety training and issue non-compliances.
	12.6 Debrief with the training organization's personnel.
	12.7 Conduct the closing meeting.
	12.8 Issue a report to the training organization.
	12.9 Review CAP and follow-up on the resolution of safety issues.
13. Conduct ramp inspections of the operator.	13.1 Use approved checklist/documentation.
	13.2 Ensure all cabin crew members are in possession of the required documentation.
	13.3 Check application of SOPs.

	13.4 Check cabin safety and emergency equipment and associated placards.
	13.5 Check aircraft systems relevant to cabin crew tasks.
	13.6 Issue a report to the operator.
	13.7 Review CAP and follow-up on the resolution of safety issues.
14. Conduct en-route inspections of the operator.	14.1 Use approved checklist/documentation.
	14.2 Ensure all cabin crew members are in possession of the required documentation and equipment.
	14.3 Attend cabin crew briefing.
	14.4 Check application of SOPs.
	14.5 Check cabin safety and emergency equipment and associated placards.
	14.6 Check aircraft systems relevant to cabin crew tasks.
	14.7 Conduct debriefing with cabin crew members.
	14.8 Issue a report to the operator.
	14.9 Review CAP and follow-up on the resolution of safety issues.
15. Develop and/or recommend amendments to regulations and/or procedures.	15.1 Identify the need for a new regulation or an amendment to a current regulation.
	15.2 Conduct the necessary research prior to affecting any changes.
	15.3 Propose and submit new information following State procedures.
16. Manage non-compliances.	16.1 Determine if the corrective actions taken are adequate to correct the non-compliances and to prevent re-occurrences.
	16.2 Apply enforcement action.
17. Coordinate working groups with industry members.	17.1 Identify the need for a working group.
	17.2 Identify the objective of said working group.
	17.3 Extend invitations to members and stakeholders.
	17.4 Schedule working group meetings.

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Chapter 4

CABIN SAFETY INSPECTOR COMPETENCIES

4.1   GENERAL

4.1.1   In order to focus training and assessment on how a CSI is expected to competently perform on the job, a description of their expected performance in the particular operational and environmental context is needed. The ICAO competency framework for CSIs is presented in the appendix to this chapter. This framework is a generic model applicable to all CSIs. The content of the framework is an internationally agreed upon baseline for competencies that all CSIs should possess. The appendix provides examples of observable behaviours (OBs) that may be used to assess CSI competence (i.e. "effective" versus "poor" display of these competencies) in a training environment or during periodic checks.

4.1.2   States implementing competency-based training and assessment (CBTA) for their CSIs should adapt the ICAO competency framework to reflect their specific local environment and requirements. The adapted competency model, with its associated performance criteria, provides a means for the State to assess whether the CSIs achieve the desired performance.

4.1.3   The *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868), Chapter 2, outlines the general provisions for competency-based training and assessment and presents the general principles and procedures to be followed in the design and implementation of a competency-based approach to training and assessment. PANS-TRG, Chapter 2, Attachment C contains a detailed description of an analyse, design, develop, implement and evaluate (ADDIE) methodology. This attachment provides a step-by-step guide for organizations intending to establish CBTA that is specific to their environment and requirements.

4.2   STRUCTURE OF THE ICAO COMPETENCY FRAMEWORK

4.2.1   The ICAO competency framework is structured as shown in the appendix to this chapter. The framework includes:

      a)   each of the ICAO competencies for CSIs;

      b)   a description of what each competency entails; and

      c)   observable behaviours.

4.2.2   Each OB is a single role-related behaviour that can be observed during training and assessment and may or may not be measurable. In order to display certain OBs, CSIs call on relevant knowledge, skills and attitudes. This ability will vary depending on the level of experience and expertise of the CSI.

4.3   THE RELATIONSHIP BETWEEN COMPETENCIES AND TASKS

4.3.1   Traditional approaches to training development involve breaking down jobs into tasks. For each task, there is a related objective, an assessment and associated elements in a training plan. A limitation of this approach is that each task must be taught and assessed. In complex systems or when jobs evolve rapidly, it may not be possible to teach and assess each task. Moreover, trainees may demonstrate the ability to perform tasks in isolation without being competent in their job.

4.3.2   CBTA is based on the concept that competencies are transferable. In the design of a CBTA programme, a limited number of competencies are defined. Typically, a task will involve several competencies and be applied across a variety of tasks and contexts. For example, a CSI will apply the competency of "critical thinking" in different scenarios, such as documentation review, en-route inspections or surveillance of cabin crew training programmes.

4.3.3   When designing training and assessment programmes, tasks and sub-tasks are used to facilitate, develop or assess a competency or competencies. For example, a CSI will practice the competency "technical expertise" in the context of performing the task of the initial certification of a new operator in all cabin safety-related areas. The lack of specific competencies may be identified as root causes of the failure of a task. For example, a CSI may be unable to evaluate and approve training facilities and equipment due to lack of technical expertise.

4.3.4   The appendix to Chapter 3 presents a task list for CSIs which can be used in combination with the ICAO competency framework to train and assess CSIs through a competency-based approach. Chapter 5 presents recommended content for a CSI competency-based training and assessment programme.

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Appendix A to Chapter 4

ICAO COMPETENCY FRAMEWORK FOR
CABIN SAFETY INSPECTORS

Note 1.— The competencies and observable behaviours in the table below are not listed according to any pre-defined priority. Observable behaviours may include, but are not limited to, the observable behaviours listed in the table.

Note 2.— Observable behaviours are performed to a criterion, e.g. accurately or correctly, generally not stated.

ICAO competency	Description	Observable behaviour (OB)	
Ethics and values	Demonstrates integrity, transparency, openness, respect and fairness and considers the consequences when making a decision or taking action. Acts consistently in accordance with fundamental values of the CAA.	OB 1.1	Treats others respectfully, fairly and objectively regardless of differences.
		OB 1.2	Answers questions truthfully without embellishment or attempt to cover up a lack of knowledge.
		OB 1.3	Maintains privacy and confidentiality when appropriate.
		OB 1.4	Manages professional relationships with appropriate role boundaries.
		OB 1.5	Adheres to professional codes of conduct when taking action and making decisions.
		OB 1.6	Takes responsibility for one's own actions.
		OB 1.7	Identifies and mitigates conflict of interest situations.
		OB 1.8	Acts with integrity.
		OB 1.9	Uses resources from the CAA and other aviation entities in a cost-conscious manner.
		OB 1.10	Demonstrates the values of the CAA.
Communication	Effectively conveys, receives and understands information in oral, written and non-verbal modes.	OB 2.1	Verifies that the recipient is prepared to receive information.
		OB 2.2	Confirms that the information conveyed was received and understood.
		OB 2.3	Listens actively and objectively without interrupting.

		OB 2.4	Checks one's own understanding of other's communication.
		OB 2.5	Presents appropriate and accurate information in a clear, concise and compelling manner in all media.
		OB 2.6	Ensures information is fact-based and not opinion-based.
		OB 2.7	Adapts content, style, tone and media of communication to suit the target audience including cultural considerations and to promote dialogue.
		OB 2.8	Understands the concerns of stakeholders.
		OB 2.9	Maintains open lines of communication with management, stakeholders and colleagues.
		OB 2.10	Communicates complex issues clearly and credibly with diverse audiences.
		OB 2.11	Delivers difficult or unpopular messages with clarity, tact and diplomacy.
Problem-solving and decision-making.	Solves issues of varied levels of complexity, ambiguity and risk. Makes timely decisions that consider relevant facts, tasks, goals, constraints, risks and conflicting points of view.	OB 3.1	Collects related and sufficient information from a variety of sources in a timely manner.
		OB 3.2	Breaks down complex tasks into manageable parts.
		OB 3.3	Considers multiple possible causes of problems.
		OB 3.4	Identifies the risks involved for different solutions to a problem.
		OB 3.5	Identifies interdependencies between various components of a problematic situation.
		OB 3.6	Develops solutions that address the situation in its entirety.
		OB 3.7	Takes steps to mitigate the medium- to long-term impact of solutions when developing solutions to fix immediate issues.
		OB 3.8	Provides a rationale behind each decision.
		OB 3.9	Makes timely decisions based on applicable regulations and procedures.
		OB 3.10	Responds decisively when inappropriate conduct is identified to affect positive change without delay.

		OB 3.11	Recognizes the scope of one's own authority for decision-making and escalates to the appropriate level if necessary.
		OB 3.12	Demonstrates decisiveness when under pressure or faced with complex or sensitive situations.
		OB 3.13	Incorporates lessons learned in future decisions.
Initiative	Identifies and addresses issues independently, proactively and persistently to achieve objectives.	OB 4.1	Seizes opportunities that arise.
		OB 4.2	Acts promptly in a crisis situation.
		OB 4.3	Deals with obstacles effectively.
		OB 4.4	Looks for ways to enhance efficiency and effectiveness.
		OB 4.5	Looks for resources to support objectives.
		OB 4.6	Anticipates and acts on potential issues.
		OB 4.7	Organizes personal workload to ensure excellence in productivity and quality of service.
Technical expertise	Applies and improves technical knowledge and skills to perform safety oversight tasks in cabin safety and other relevant areas.	OB 5.1	Applies technical knowledge and skills to address a situation.
		OB 5.2	Answers complex technical questions.
		OB 5.3	Keeps up to date on specialized technical knowledge and skills.
		OB 5.4	Recognizes trends in the practice of one's own technical area and anticipates changes.
		OB 5.5	Interprets and explains the intent of the applicable statute, regulation, or standard for a given context.
		OB 5.6	Evaluates efforts by stakeholders to demonstrate the initial compliance with regulations.
		OB 5.7	Develops and implements an effective programme to monitor the continuing compliance of regulations by stakeholders.
		OB 5.8	Contributes as a subject matter expert to the development of regulations and guidance.
		OB 5.9	Consistently provides appropriate guidance to stakeholders and colleagues on how to implement performance-based regulations.

		OB 5.10	Applies appropriate procedures in accordance with the CAA standards.
		OB 5.11	Applies enforcement measures when necessary and in accordance with applicable regulations.
Leadership and teamwork	Collaborates up, down and across the organization to foster and promote a clear vision and common goals. Energizes others to achieve the goals and positive results.	OB 6.1	Gains the trust and confidence of others.
		OB 6.2	Promotes positive working relationships.
		OB 6.3	Encourages open discussion.
		OB 6.4	Facilitates the resolution of conflicts.
		OB 6.5	Inspires others to collaborate and strive towards excellence.
		OB 6.6	Actively solicits constructive feedback.
		OB 6.7	Willingly adopts suggestions for improvement from others.
		OB 6.8	Directs the work of the team to adapt to circumstances.
		OB 6.9	Empowers team members to make decisions.
		OB 6.10	Identifies the required resources to support the team.
Critical thinking	Analyses information in order to consistently achieve desired outcomes.	OB 7.1	Analyses stakeholder performance data for trends.
		OB 7.2	Evaluates information with accuracy and objectivity.
		OB 7.3	Seeks additional detail or clarification from colleagues or stakeholders.
		OB 7.4	Synthesises data from a variety of sources appropriately.
		OB 7.5	Applies procedures appropriately.
		OB 7.6	Recognizes that different processes and procedures can lead to similar outcomes.
		OB 7.7	Analyses the thoroughness and effectiveness of all documented processes.
		OB 7.8	Determines if CAA colleagues understand and adhere to processes.
		OB 7.9	Determines if stakeholders understand and adhere to processes.

		OB 7.10	Assesses the efficiency and effectiveness of the implementation and maintenance of mandatory system-based programmes against operational requirements.
		OB 7.11	Distinguishes between lapses, negligence and reckless action.
Systems thinking	Understands and determines how the various components of management systems interact and affect the overall system safety performance.	OB 8.1	Evaluates the interrelationship between policies, processes and procedures of the stakeholder's systems.
		OB 8.2	Evaluates the interrelationship between various systems, including quality planning, quality control, and quality assurance of the stakeholder.
		OB 8.3	Determines the effectiveness of the implementation of continuous improvement, reactive and proactive processes.
		OB 8.4	Recognizes the essential components of a functional safety management system and its interoperability.
		OB 8.5	Determines whether the stakeholder's management systems are appropriate for the size and scope of the operation.
		OB 8.6	Evaluates the interrelationships between the management systems across various stakeholders.
		OB 8.7	Uses the appropriate set of metrics to measure and monitor regulatory and stakeholder safety performance.
		OB 8.8	Interprets findings from the analysis of performance data.
		OB 8.9	Assesses if the stakeholder safety performance objectives achieve the desired safety performance.
		OB 8.10	Provides feedback on potential deficiencies of the regulatory framework.
		OB 8.11	Determines whether the root cause(s) of deficiencies results from a single-point or systemic failure(s).
Risk management	Demonstrates an effective approach to the oversight of a stakeholder considering its business model, risk profile and its availability of resources.	OB 9.1	Carries out comprehensive risk assessments of service providers using appropriate methodologies.
		OB 9.2	Makes strategic decisions based on risk assessment, principles, values and business cases.
		OB 9.3	Determines, on a timely basis trends, problem areas or hazards that may negatively impact safety.

		OB 9.4	Recognizes business practices or organizational cultures that are potential indicators of increased levels of risk.
		OB 9.5	Applies appropriate certification requirements, audit requirements, and surveillance techniques according to changing levels of risk.
		OB 9.6	Evaluates the appropriateness of safety cases submitted by operators or training organizations.
		OB 9.7	Evaluates the appropriateness of risk assessments performed by stakeholders and actions taken to manage hazards to an acceptable level.
		OB 9.8	Identifies if appropriate remedial or enforcement action is required to address an issue at its root cause.
		OB 9.9	Ensures that stakeholders implement remediation measures.

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Chapter 5

CABIN SAFETY INSPECTOR TRAINING

5.1 DEFINITION AND GOAL OF CSI TRAINING

5.1.1 CSI training is aimed particularly at qualified technical personnel employed by the CAA to carry out safety oversight and surveillance of the cabin safety-related aspects of civil air transport operations. The required training should include initial training, on-the-job training (OJT), ongoing training and all the specialized training necessary for the position of a CSI. As a CSI, it is important to be as knowledgeable, qualified and experienced in the appropriate areas as the organization being overseen (Chapter 3 refers).

5.1.2 The goal of CSI training is to enable the inspectors to perform their safety oversight functions effectively and in accordance with established procedures in a standardized manner. The training addresses the CSI tasks and activities including, but not limited to, initial certification of new operators in all cabin safety-related areas, audits and inspections of cabin safety aspects of operations, evaluations of cabin crew training programmes and analyses of operator data.

5.1.3 General aspects of safety oversight include: primary aviation legislation and operating regulations; the delegation of authority to inspectors; due diligence; the identification of infractions; evidence gathering; the documentation of deficiencies; enforcement actions; and report writing. These are typically addressed during the general inspector training, with a mix of disciplines present at the same time (e.g. flight operations, airworthiness, etc.); hence, they do not need to be repeated as part of specialized CSI training. However, they are included in the following sections to provide a comprehensive overview of all the tasks accomplished by CSIs which should be addressed during training.

5.2 CSI INITIAL TRAINING

5.2.1 CSI initial training encompasses the State's regulations, policies, processes and procedures related to safety oversight, and focuses on cabin safety-related aspects.

5.2.2 The initial training of a CSI should cover, as a minimum, the following:

    a)   national regulations and CAA procedures;

    b)   departmental ethics/conduct and discipline;

    c)   competencies for CSIs, including those related to the resolution of conflicts;

    d)   their role, level of authority and degree of responsibility;

    e)   an overview of CAA regulated entities and associated challenges;

    f)   human factors principles;

    g)   certification and authorization policies, processes and procedures;

      h)   surveillance and inspection policies, processes and procedures;

      i)   audit policies, processes and procedures;

      j)   investigations and enforcement policies, processes and procedures;

      k)   safety risk assessments;

      l)   SSP;

      m)   SMS;

      n)   QA; and

      o)   training for the specific role and tasks of the CSI, with an emphasis on those areas requiring an approval by the CAA.

5.2.3   An individual designated by the State as responsible for the surveillance of the cabin safety-related aspects of civil air transport operations should be required to successfully complete initial training, prior to being authorized by the State to perform their safety oversight functions. The completion of initial training, including the competency assessment, should be properly documented.

5.3   ON-THE-JOB TRAINING

A CSI should satisfactorily complete OJT before being assigned safety oversight-related tasks and responsibilities. OJT should be provided by experienced senior technical staff in the subject area or task, and should follow a structured process, such as observing, working under supervision, competence assessment and authorization, etc. The completion of the OJT, including the competency assessment, should be properly documented and retained on the CSI's trainee file. If well managed, OJT often results in growing levels of confidence, respect among colleagues and a better standardization of service levels within the inspectorate.

5.4   OVERVIEW OF CSI TRAINING CONTENT

5.4.1   The CSI training programme should focus on the development of competencies and the execution of tasks listed in the appendices to Chapters 3 and 4, respectively. States should use the CSI task list in combination with the ICAO competency framework to develop CBTA programmes for their CSIs. The task list and the competency framework may also assist States in assessing existing CSI training programmes.

5.4.2   This chapter is written in the same format as the other existing ICAO guidance material that addresses CBTA. General provisions for CBTA, as well as a detailed description of the ICAO course development methodology, may be found in the *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868). Additional guidance on a competency-based approach to cabin crew training and assessment may be found in the *Cabin Crew Safety Training Manual* (Doc 10002).

5.4.3   Section 5.5 provides detailed guidance for the development of CBTA for CSIs. It presents the following information for each task:

      a)   the recommended knowledge that the CSI trainees should possess to conduct a specific task;

b)   the reference material that is relevant during the training;

c)   the training media under which the training should be conducted (e.g. classroom training versus practical exercises);

d)   the task list standards associated with the task to be performed. These are statements used to assess whether the required levels of performance have been achieved for a task; and

e)   the competencies needed to support the task (defined in the appendix to Chapter 3).

Note.— In the context of CBTA, the competencies listed in Section 5.5 are relevant only if the State chooses to conduct practical exercises for the specific tasks, as part of CSI training. They may also be assessed as part of OJT.

5.5   DETAILED CSI TRAINING CONTENT

5.5.1   Cabin crew training programme evaluation and approval

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Task 1.   Evaluate and approve cabin crew training programmes

Sub-tasks:

1.1   Use approved checklist/documentation.

1.2   Check the minimum training planned or programmed hours for each component.

1.3   Check compliance with regulations/syllabus.

1.4   Check relevance of training material, training media, representative training devices and resources being used.

1.5   Check the quality assurance (QA) of the training programme.

5.5.1.1   *Knowledge*

a)   National regulations related to cabin crew training;

b)   content of approved cabin crew training programmes, including:

   1)   initial training;

   2)   aircraft type training;

   3)   differences training;

   4)   aircraft visit;

   5)   familiarization flight;

  6) recurrent training; and

  7) requalification training;

c) cabin crew training facilities and devices, including:

  1) facilities and equipment for classroom training;

  2) trainee-to-instructor ratio;

  3) representative training devices, including:

    i)   safety and emergency equipment;

    ii)   cabin training devices;

    iii) emergency exit trainers;

    iv)   training devices used for firefighting;

    v)   training devices used for water survival; and

    vi)   training devices used for simulated flight crew incapacitation;

d) instructional systems design (ISD) models may be used to design CBTA (refer to *Procedures for Air Navigation Services — Training* (PANS-TRG, Doc 9868), Chapter 2);

e) human factors principles;

f) management aspects of the cabin safety training programme, including:

  1) cabin crew safety training manager qualifications;

  2) cabin crew instructor and cabin crew evaluator qualifications and competencies;

  3) course developer's responsibilities;

  4) training delivery methods;

  5) evaluator reliability;

  6) continuous improvement of the training programme; and

  7) documentation applicable to the training programme, including:

    i)   instructor/evaluator qualification/requalification;

    ii)   cabin crew training records; and

    iii) training programme material;

g) QA, as applicable to training programmes;

h)   use of other operator or training organization facilities and training devices and any specific restrictions;

i)   approved checklist(s) for cabin crew training programme evaluation and approval; and

j)   State's processes and procedures for granting approvals (e.g. staff instructions, templates, requisition forms).

5.5.1.2   *Reference material*

a)   Applicable national regulations;

b)   cabin crew training programme standards;

c)   approved checklist(s);

d)   documentation related to the granting of approvals;

e)   the *Cabin Crew Safety Training Manual* (Doc 10002); and

f)   the *Guidelines on Digital Learning for Cabin Crew Training* (Cir 356).

5.5.1.3   *Training media*

a)   Classroom and/or computer-based training; and

b)   practical exercise on completing the approved checklist(s).

5.5.1.4   *Task list standards*

a)   Explain where to obtain and demonstrate the use of approved checklist(s);

b)   describe the minimum planned or programmed training hours for each component of the cabin crew training programme, as appropriate;

c)   describe the method to verify the compliance of the cabin crew training programme with applicable national regulations and the established syllabus;

d)   explain the process to check that training material, representative training devices and resources being used are relevant to the training programme; and

e)   explain the process to check the QA for the cabin crew training programme.

5.5.1.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   technical expertise;

e)   critical thinking;

f)   systems thinking; and

g)   risk management.

5.5.2   Surveillance of cabin crew training programmes

Task 2.   Conduct surveillance of cabin crew training programmes

Sub-tasks:

2.1   Use approved checklist/documentation.

2.2   Evaluate instructor compliance with training programme.

2.3   Verify instructor qualifications and currency.

2.4   Check that the total hours of training are in accordance with training programmes, where applicable.

2.5   Check that the lesson plan is compliant with the training programme.

2.6   Check that trainee-to-instructor ratio does not exceed the approved number.

2.7   Check that the number of trainees in the class does not exceed the approved number.

5.5.2.1   *Knowledge*

a)   National regulations related to cabin crew training;

b)   content of approved cabin crew training programmes;

c)   trainee-to-instructor ratio;

d)   management aspects of the cabin safety training programme, including:

   1)   cabin crew instructor and cabin crew evaluator qualifications and competencies;

   2)   training delivery methods;

   3)   evaluator reliability;

   4)   continuous improvement of the training programme; and

   5)   documentation applicable to the training programme;

e)   QA, as applicable to training programmes;

f)   use of other operator or training organization facilities and training devices and any specific restrictions;

g)   approved checklist(s) for cabin crew training programme evaluation and approval;

h)   State's processes and procedures for conducting surveillance.

5.5.2.2   *Reference material*

a)   Applicable national regulations;

b)   cabin crew training programme standards;

c)   approved checklist(s);

d)   documentation related to the conducting of surveillance;

e)   the *Cabin Crew Safety Training Manual* (Doc 10002); and

f)   the *Guidelines on Digital Learning for Cabin Crew Training* (Cir 356).

5.5.2.3   *Training media*

a)   Classroom and/or computer-based training;

b)   practical exercise on completing the approved checklist(s); and

c)   practical exercise on evaluating instructor compliance with the training programme.

5.5.2.4   *Task list standards*

a)   Explain where to obtain and demonstrate the use of approved checklist(s);

b)   demonstrate the ability to evaluate instructor compliance with the cabin crew training programme;

c)   describe the method to check instructor qualifications and currency;

d)   describe the total hours of training, in accordance with the cabin crew training programme;

e)   explain the process to check that the lesson plan is compliant with the cabin crew training programme;

f)   explain how to determine the approved trainee-to-instructor ratio(s); and

g)   explain how to determine the maximum approved number of trainees in the class.

5.5.2.5   *Competencies*

   a)   Ethics and values;

   b)   communication;

   c)   problem-solving and decision-making;

   d)   initiative;

   e)   technical expertise;

   f)   critical thinking;

   g)   systems thinking; and

   h)   risk management.

5.5.3   Cabin safety department manager examination and approval

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Task 3.   Examine and approve the operator's cabin safety department manager

Sub-tasks:

3.1   Use approved checklist/documentation.

3.2   Verify qualifications.

3.3   Follow the State's criteria, if applicable.

5.5.3.1   *Knowledge*

   a)   National regulations and/or criteria for the appointment of a cabin safety department manager;

   b)   cabin safety department manager qualifications and competencies;

   c)   approved checklist(s) for cabin safety department manager examination and approval; and

   d)   State's processes and procedures for cabin safety department manager examination and approval.

5.5.3.2   *Reference material*

   a)   Applicable national regulations;

   b)   approved checklist(s); and

   c)   documentation related to the examination and approval of a cabin safety department manager.

5.5.3.3   *Training media*

    a)   Classroom and/or computer-based training;

    b)   practical exercise on completing the approved checklist(s); and

    c)   practical exercise on the use of the State's criteria for cabin safety department manager examination and approval.

5.5.3.4   *Task list standards*

    a)   Explain where to obtain and demonstrate the use of approved checklist(s);

    b)   identify the required qualifications for the operator's cabin safety department manager and explain the method to validate those qualifications; and

    c)   explain where to obtain and demonstrate the use of the State's criteria for cabin safety department manager examination and approval, if applicable.

5.5.3.5   *Competencies*

    a)   Ethics and values;

    b)   communication;

    c)   problem-solving and decision-making;

    d)   technical expertise; and

    e)   critical thinking.

5.5.4   Cabin crew instructor and evaluator examination and approval

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Task 4.   Examine and approve cabin crew instructors and evaluators

Sub-tasks:

4.1   Use approved checklist/documentation.

4.2   Verify qualifications.

4.3   Follow the State's criteria, if applicable.

5.5.4.1   *Knowledge*

    a)   National regulations and/or criteria for the appointment of a cabin crew instructor and a cabin crew evaluator;

b)   cabin crew instructor and cabin crew evaluator qualifications and competencies;

c)   approved checklist(s) for cabin crew instructor and cabin crew evaluator examination and approval; and

d)   State's processes and procedures for cabin crew instructor and cabin crew evaluator examination and approval.

5.5.4.2   *Reference material*

a)   Applicable national regulations;

b)   approved checklist(s);

c)   documentation related to the examination and approval of a cabin crew instructor and a cabin crew evaluator; and

d)   the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.4.3   *Training media*

a)   Classroom and/or computer-based training;

b)   practical exercise on completing the approved checklist(s); and

c)   practical exercise on the use of the State's criteria for cabin crew instructor and cabin crew evaluator examination and approval.

5.5.4.4   *Task list standards*

a)   Explain where to obtain and demonstrate the use of approved checklist(s);

b)   identify the required qualifications for a cabin crew instructor and cabin crew evaluator and explain the method to validate those qualifications; and

c)   explain where to obtain and demonstrate the use of the State's criteria for cabin crew instructor and cabin crew evaluator examination and approval, if applicable.

5.5.4.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   technical expertise; and

e)   critical thinking.

5.5.5   Surveillance of approved cabin crew instructors and evaluators

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**Task 5.   Conduct surveillance of approved cabin crew instructors
and evaluators**

Sub-tasks:

5.1   Use approved checklist/documentation.

5.2   Verify qualifications.

5.3   Check that facilitation/assessment techniques are compliant with criteria.

5.4   Check that instructor/evaluator knowledge is adequate for subject matter.

5.5   Provide relevant feedback.

5.6   Issue appropriate designation, if applicable.

5.5.5.1   *Knowledge*

a)   Content of approved cabin crew training programmes;

b)   management aspects of the cabin safety training programme, including:

1)   cabin crew instructor and cabin crew evaluator qualifications and competencies;

2)   training delivery methods; and

3)   evaluator reliability;

c)   approved checklist(s) for conducting surveillance of cabin crew instructors and cabin crew evaluators;

d)   State's processes and procedures for conducting surveillance of cabin crew instructors and cabin crew evaluators; and

e)   State's processes and procedures for the issuance of cabin crew instructor and cabin crew evaluator designations.

5.5.5.2   *Reference material*

a)   Applicable national regulations;

b)   cabin crew training programme standards;

c)   approved checklist(s);

d)   documentation related to conducting surveillance;

e)   documentation for the issuance of cabin crew instructor and cabin crew evaluator designations; and

f)   the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.5.3   *Training media*

a)   Classroom and/or computer-based training;

b)   practical exercise on completing the approved checklist(s); and

c)   practical exercise on checking that instructor/evaluator knowledge is adequate for the subject matter being taught or assessed.

5.5.5.4   *Task list standards*

a)   Explain where to obtain and demonstrate the use of approved checklist(s);

b)   identify the required qualifications for a cabin crew instructor and cabin crew evaluator and explain the method to validate those qualifications;

c)   explain how to check that facilitation and assessment techniques are compliant with the established criteria;

d)   demonstrate the ability to check that instructor/evaluator knowledge is adequate for the subject matter being taught or assessed;

e)   describe a method to collect and provide feedback; and

f)   describe how to issue appropriate designation, if applicable.

5.5.5.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   critical thinking;

g)   systems thinking; and

h)   risk management.

5.5.6   Training facilities and devices evaluation and approval

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Task 6.   Evaluate and approve training facilities and devices

Sub-tasks:

6.1   Use approved checklist/documentation.

6.2   Check that the training facility is satisfactory and conducive to learning.

6.3   Check that the training devices[1] are representative of those on the operator's aircraft in the fleet.

6.4   Check that occupational health and safety (OHS) and firefighting requirements are adequate.

6.5   Verify the availability and functionality of training devices.

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5.5.6.1   *Knowledge*

a)   Aircraft make, models and series;

b)   cabin crew training facilities and equipment for classroom training;

c)   representative training devices, including:

   1)   safety and emergency equipment;

   2)   cabin training devices;

   3)   emergency exit trainers;

   4)   training devices used for firefighting;

   5)   training devices used for water survival; and

   6)   training devices used for simulated flight crew incapacitation;

d)   national OHS regulations;

e)   applicable safety standards for firefighting exercises;

f)   applicable safety standards for water survival exercises;

g)   approved checklist(s) for the evaluation and approval of training facilities and representative training devices; and

h)   State's processes and procedures for the evaluation and approval of training facilities and representative training devices.

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1.   Guidance on representative training devices is contained in the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.6.2   *Reference material*

    a)   Applicable national regulations and standards;

    b)   approved checklist(s);

    c)   documentation related to the evaluation and approval of training facilities and representative training devices; and

    d)   the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.6.3   *Training media*

    a)   Classroom and/or computer-based training; and

    b)   practical exercise on completing the approved checklist(s).

5.5.6.4   *Task list standards*

    a)   Explain where to obtain and demonstrate the use of approved checklist(s);

    b)   describe how to determine if a training facility is satisfactory and conducive to learning;

    c)   explain how to identify if training devices are representative of those on the operator's aircraft in the fleet;

    d)   describe applicable OHS and firefighting requirements; and

    e)   explain the process to verify the availability and functionality of devices used for training purposes.

5.5.6.5   *Competencies*

    a)   Ethics and values;

    b)   communication;

    c)   problem-solving and decision-making;

    d)   initiative;

    e)   technical expertise;

    f)   critical thinking;

    g)   systems thinking; and

    h)   risk management.

5.5.7   Surveillance of approved training facilities and devices

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Task 7.   Conduct surveillance of approved training facilities and devices

Sub-tasks:

7.1   Use approved checklist/documentation.

7.2   Check that the training facility is satisfactory and conducive to learning.

7.3   Check that the training devices are representative of those on the operator's aircraft in the fleet.

7.4   Check that OHS and firefighting requirements are adequate.

7.5   Verify the availability and functionality of training devices.

5.5.7.1   *Knowledge*

   a)   Aircraft makes, models and series;

   b)   cabin crew training facilities and equipment for classroom training;

   c)   representative training devices;

   d)   national OHS regulations;

   e)   applicable safety standards for firefighting exercises;

   f)   applicable safety standards for water survival exercises;

   g)   approved checklist(s) for conducting surveillance of training facilities and representative training devices; and

   h)   State's processes and procedures for conducting surveillance of training facilities and representative training devices.

5.5.7.2   *Reference material*

   a)   Applicable national regulations and standards;

   b)   approved checklist(s);

   c)   documentation related to the conducting of surveillance; and

   d)   the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.7.3   *Training media*

   a)   Classroom and/or computer-based training; and

   b)   practical exercise on completing the approved checklist(s).

5.5.7.4   *Task list standards*

   a)   explain where to obtain and demonstrate the use of approved checklist(s);

   b)   explain how to check that the training facility is satisfactory and conducive to learning;

   c)   explain how to identify if training devices are representative of those on the operator's aircraft in the fleet;

   d)   describe applicable OHS and firefighting requirements; and

   e)   explain the process to verify the availability and functionality of devices used for training purposes.

5.5.7.5   *Competencies*

   a)   Ethics and values;

   b)   communication;

   c)   problem-solving and decision-making;

   d)   initiative;

   e)   technical expertise;

   f)   critical thinking;

   g)   systems thinking; and

   h)   risk management.

5.5.8   Initial certification of a new operator in all cabin safety-related areas

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Task 8.   Perform initial certification of a new operator in all cabin safety-related areas

Sub-tasks:

8.1   Use approved checklist/documentation.

8.2   Schedule and participate in the initial meeting with all relevant stakeholders.

8.3   Review application details.

8.4   Verify the qualifications of the cabin safety department manager.

8.5   Evaluate necessary manuals and provide feedback to stakeholders.

8.6   Evaluate and approve training facilities and devices.

8.7   Verify the qualifications and competencies of the cabin crew training manager, instructors, evaluators and course developers.

8.8   Check safety management systems (SMS) requirements, as applicable.

8.9   Verify the approval of documentation phase before moving to the next phase.

8.10   Conduct demonstration phase.

5.5.8.1   *Knowledge*

a)   National regulations in all cabin safety-related areas of civil air transport operations;

b)   process for the initial certification of new operators in all cabin safety-related areas;

c)   human factors principles;

d)   content of cabin crew operations manual (CCOM) and cabin crew training manual;

e)   cabin safety department manager qualifications and competencies;

f)   content of approved cabin crew training programmes;

g)   cabin crew training facilities and devices;

h)   management aspects of the cabin safety training programme;

i)   planning and conducting emergency evacuation and ditching demonstrations by operators;

j)   use of other operator or training organization facilities and training devices and any specific restrictions;

k)   SMS requirements applicable to operators;

l)   QA, as applicable to operators;

m)   approved checklist(s) for the initial certification of new operators in all cabin safety-related areas; and

n)   State's processes and procedures for the initial certification of new operators (e.g. staff instructions, templates, requisition forms).

5.5.8.2   *Reference material*

      a)   Applicable national regulations;

      b)   approved checklist(s);

      c)   documentation related to the initial certification of new operators;

      d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

      e)   the *Preparation of an Operations Manual* (Doc 9376)[2],

      f)   the *Cabin Crew Safety Training Manual* (Doc 10002);

      g)   the *Manual on the Establishment of Minimum Cabin Crew Requirements* (Doc 10072);

      h)   the *Manual on Information and Instructions for Passenger Safety* (Doc 10086);

      i)   the *Manual on the Implementation and Use of Cabin Electronic Flight Bags* (Doc 10111); and

      j)   the *Guidelines on Digital Learning for Cabin Crew Training* (Cir 356).

5.5.8.3   *Training media*

      a)   Classroom and/or computer-based training; and

      b)   practical exercise on completing the approved checklist(s).

5.5.8.4   *Task list standards*

      a)   Explain where to obtain and demonstrate the use of approved checklist(s);

      b)   explain how to schedule an initial meeting for the certification of a new operator and list all the relevant stakeholders that should be in attendance;

      c)   describe the role of the CSI, when participating in an initial meeting for the certification of a new operator;

      d)   describe how to determine that all the application details are properly completed;

      e)   describe the required qualifications for the operator's cabin safety department manager and explain the method to validate those qualifications;

      f)   describe the content of approved cabin safety-related manuals and documents, such as the CCOM and the cabin crew training manual;

      g)   describe a method to collect and provide feedback;

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2.   At the time of publication of this manual, Doc 9376 was still under review.

h)   describe the content of approved cabin crew training programmes, including facilities and devices used for cabin crew training;

i)   explain the process to approve cabin crew training programmes, including facilities and devices;

j)   describe the required qualifications and competencies of cabin crew instructors and cabin crew evaluators;

k)   describe the process for the approval of the documentation phase of the initial certification, including applicable SMS requirements; and

l)   explain how to conduct the demonstration phase of the initial certification.

5.5.8.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   leadership and teamwork;

g)   critical thinking;

h)   systems thinking; and

i)   risk management.

5.5.9   Initial certification of a training organization in all cabin safety-related areas

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**Task 9.   Perform the initial certification of a training organization
in all cabin safety-related areas**

Sub-tasks:

9.1   Use approved checklist/documentation.

9.2   Schedule and participate in an initial meeting with all relevant stakeholders.

9.3   Review application details.

9.4   Evaluate the necessary manuals/documentation and provide feedback to stakeholders.

9.5   Evaluate and approve training facilities and devices.

9.6   Verify the qualifications and competencies of the cabin crew training manager, instructors, evaluators and course developers.

9.7   Check SMS requirements, as applicable.

9.8   Verify the approval of documentation phase before moving to the next phase.

9.9   Conduct demonstration phase.

5.5.9.1   *Knowledge*

a)   National regulations for training organizations that conduct cabin crew training;

b)   process for the initial certification of new training organizations in all cabin safety-related areas;

c)   human factors principles;

d)   content of the training and procedures manual, SMS manual, and quality management system (QMS) manual;

e)   content of approved cabin crew training programmes;

f)   cabin crew training facilities and devices,

g)   management aspects of the cabin safety training programme;

h)   cabin crew instructor and cabin crew evaluator qualifications and competencies;

i)   SMS requirements applicable to training organizations;

j)   approved checklist(s) for the initial certification of new training organizations in all cabin safety-related areas; and

k)   the State's processes and procedures for the initial certification of new training organizations (e.g. staff instructions, templates, requisition forms).

5.5.9.2   *Reference material*

a)   Applicable national regulations;

b)   approved checklist(s);

c)   documentation related to the initial certification of new training organizations;

d)   the *Preparation of an Operations Manual* (Doc 9376)[3];

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3.   At the time of publication of this manual, Doc 9376 was still under review.

e) the *Manual on the Approval of Training Organizations* (Doc 9841);

f) the *Safety Management Manual* (Doc 9859);

g) the *Cabin Crew Safety Training Manual* (Doc 10002); and

h) the *Guidelines on Digital Learning for Cabin Crew Training* (Cir 356).

5.5.9.3 *Training media*

a) Classroom and/or computer-based training; and

b) practical exercise on completing the approved checklist(s).

5.5.9.4 *Task list standards*

a) Explain where to obtain and demonstrate the use of approved checklist(s);

b) explain how to schedule an initial meeting for the certification of a new training organization and list all the relevant stakeholders that should be in attendance;

c) describe the role of the CSI, when participating in an initial meeting for the certification of a new training organization;

d) describe how to determine that all the application details are properly completed;

e) describe the content of approved manuals and documents, such as the training and procedures manual, SMS manual, and QMS manual;

f) describe a method to collect and provide feedback;

g) describe the requirements for cabin crew training facilities and devices;

h) explain the process to approve cabin crew training facilities and devices;

i) describe the required qualifications and competencies of cabin crew instructors and cabin crew evaluators;

j) describe the methods to check compliance of the cabin crew training programme with applicable SMS requirements;

k) describe the process for the approval of the documentation phase of the initial certification; and

l) explain how to conduct the demonstration phase of the initial certification.

5.5.9.5 *Competencies*

a) Ethics and values;

b) communication;

c)　problem-solving and decision-making;

d)　initiative;

e)　technical expertise;

f)　leadership and teamwork;

g)　critical thinking;

h)　systems thinking; and

i)　risk management.

5.5.10　Revision of manuals and documents

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Task 10.　Review manuals and documents to ensure compliance with the national regulations

Sub-tasks:

10.1　Use approved checklist/documentation.

10.2　Check that manuals meet the established regulatory requirements.

10.3　Check that manuals are updated and current.

10.4　Check that documents meet the established objectives.

10.5　Check that documents are updated and current.

10.6　Check QA procedures.

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5.5.10.1　*Knowledge*

a)　National regulations on cabin safety-related manuals and documents;

b)　content of approved cabin safety-related manuals and documents, such as the CCOM and the cabin crew training manual;

c)　QA procedures, as applicable to manuals and documents;

d)　approved checklist(s) for the review of cabin safety-related manuals and documents; and

e)　the State's processes and procedures for the review of cabin safety-related manuals and documents.

5.5.10.2   *Reference material*

    a)   Applicable national regulations;

    b)   approved checklist(s);

    c)   documentation related to the review of cabin safety-related manuals and documents;

    d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

    e)   the *Preparation of an Operations Manual* (Doc 9376)[4];

    f)   the *Manual on the Approval of Training Organizations* (Doc 9841);

    g)   the *Cabin Crew Safety Training Manual* (Doc 10002);

    h)   the *Manual on Information and Instructions for Passenger Safety* (Doc 10086); and

    i)   the *Manual on the Implementation and Use of Cabin Electronic Flight Bags* (Doc 10111).

5.5.10.3   *Training media*

    a)   Classroom and/or computer-based training; and

    b)   practical exercise on completing the approved checklist(s).

5.5.10.4   *Task list standards*

    a)   Explain where to obtain and demonstrate use of approved checklist(s);

    b)   describe the regulatory requirements for the relevant manuals;

    c)   explain how to check that manuals are updated and kept current;

    d)   describe the established objectives for the relevant documents;

    e)   explain how to check that documents are updated and kept current; and

    f)   describe the method to check compliance of the manuals and documents with applicable QA procedures.

5.5.10.5   *Competencies*

    a)   Ethics and values;

    b)   communication;

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4.   At the time of publication of this manual, Doc 9376 was still under review.

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   leadership and teamwork;

g)   critical thinking; and

h)   systems thinking.

5.5.11   Surveillance of the operator

Task 11.   Conduct surveillance of the operator in all cabin safety-related areas

Sub-tasks:

11.1   Schedule the audit/inspection with the operator.

11.2   Conduct an opening meeting.

11.3   Use approved checklist/documentation.

11.4   Check manuals, documentation, QA, SMS, flight reports, flight and duty records, training records, instructor records, facility, equipment, etc.

11.5   Identify any findings related to cabin safety and issue non-compliances, as applicable.

11.6   Debrief with operational personnel.

11.7   Conduct the closing meeting.

11.8   Issue a report to stakeholders.

11.9   Review the corrective action plan (CAP) and follow-up on the resolution of safety issues.

5.5.11.1   *Knowledge*

a)   National regulations in all cabin safety-related areas;

b)   types of documents and information required, including the use of a cabin electronic flight bag (C-EFB), where applicable;

c)   content of approved cabin safety-related manuals and documents, such as the CCOM and passenger safety briefing cards;

d)   minimum cabin crew complement for each aircraft type, in accordance with the applicable regulations;

e)   human factors principles;

f)   SMS and QA requirements, as applicable to cabin safety;

g)   operator's safety reporting procedures;

h)   approved checklist(s) for cabin safety-related audits and inspections;

i)   the State's processes and procedures for cabin safety-related audits and inspections; and

j)   content of a CAP, types of methods to assess a CAP (e.g. data review, safety risk assessment, safety assurance process) and types of follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.11.2   *Reference material*

a)   Applicable national regulations;

b)   approved checklist(s);

c)   documentation related to cabin safety-related audits and inspections;

d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

e)   the *Preparation of an Operations Manual* (Doc 9376)[5];

f)   the *Manual for the Oversight of Fatigue Management Approaches* (Doc 9966);

g)   the *Cabin Crew Safety Training Manual* (Doc 10002);

h)   the *Manual on the Establishment of Minimum Cabin Crew Requirements* (Doc 10072);

i)   the *Manual on Information and Instructions for Passenger Safety* (Doc 10086);

j)   the *Manual on the Implementation and Use of Cabin Electronic Flight Bags* (Doc 10111); and

k)   the *ICAO-IATA-IFALPA Fatigue Management Guide for Airline Operators*.

5.5.11.3   *Training media*

a)   Classroom and/or computer-based training;

b)   practical exercise on completing the approved checklist(s);

c)   practical exercise on identifying findings related to cabin safety and issuing non-compliances;

d)   practical exercise on preparing a written report;

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5.   At the time of publication of this manual, Doc 9376 was still under review.

   e)   practical exercise on reviewing a CAP; and

   f)   practical exercise on conducting a debriefing with operational personnel following an audit/inspection.

5.5.11.4   *Task list standards*

   a)   explain how to schedule audits and inspections with operators;

   b)   describe the role of the CSI, when conducting an opening meeting with an operator;

   c)   explain where to obtain and demonstrate the use of approved checklist(s);

   d)   explain how to check that manuals, documentation, QA, SMS, flight reports, flight and duty records, training records, etc., comply with all applicable regulatory requirements;

   e)   demonstrate how to identify findings related to cabin safety and issue non-compliances;

   f)   conduct a debriefing with operational personnel following an audit or an inspection;

   g)   describe the role of the CSI, when conducting a closing meeting with an operator;

   h)   demonstrate the ability to prepare a written report on the outcomes of an audit or an inspection; and

   i)   demonstrate the ability to review a CAP and describe follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.11.5   *Competencies*

   a)   Ethics and values;

   b)   communication;

   c)   problem-solving and decision-making;

   d)   initiative;

   e)   technical expertise;

   f)   leadership and teamwork;

   g)   critical thinking;

   h)   systems thinking; and

   i)   risk management.

5.5.12   Surveillance at the training organization

> **Task 12.   Conduct surveillance at the training organization**
> **in all cabin safety-related areas**
>
> Sub-tasks:
>
> 12.1   Schedule the audit/inspection with the training organization.
>
> 12.2   Conduct an opening meeting.
>
> 12.3   Use approved checklist/documentation.
>
> 12.4   Check manuals, documentation, QA, training records, SMS, instructor records, facility, equipment, etc.
>
> 12.5   Identify any findings related to cabin safety training and issue non-compliances.
>
> 12.6   Debrief with the training organization's personnel.
>
> 12.7   Conduct the closing meeting.
>
> 12.8   Issue a report to the training organization.
>
> 12.9   Review CAP and follow-up on the resolution of safety issues.

5.5.12.1   *Knowledge*

   a)   National regulations for training organizations that conduct cabin crew training;

   b)   types of documents and information required;

   c)   content of approved training organization manuals, documents, and records, such as the training and procedures manual, SMS manual, and QMS manual;

   d)   human factors principles;

   e)   SMS and QA requirements, as applicable to the training organization;

   f)   approved checklist(s) for training organization audits and inspections;

   g)   the State's processes and procedures for training organization-related audits and inspections; and

   h)   content of a CAP, types of methods to assess a CAP (e.g. data review, safety risk assessment, safety assurance process) and types of follow-up actions to be undertaken to ensure the resolution of safety issues.

5.4.12.2   *Reference material*

    a)   Applicable national regulations;

    b)   approved checklist(s);

    c)   documentation related to training organization audits and inspections;

    d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

    e)   the *Preparation of an Operations Manual* (Doc 9376)[6];

    f)   the *Manual on the Approval of Training Organizations* (Doc 9841); and

    g)   the *Cabin Crew Safety Training Manual* (Doc 10002).

5.5.12.3   *Training media*

    a)   Classroom and/or computer-based training;

    b)   practical exercise on completing the approved checklist(s);

    c)   practical exercise on identifying findings related to cabin safety training and issuing non-compliances;

    d)   practical exercise on preparing a written report;

    e)   practical exercise on reviewing a CAP; and

    f)   practical exercise on conducting a debriefing with the training organization's personnel following an audit/inspection.

5.5.12.4   *Task list standards*

    a)   Explain how to schedule audits and inspections with training organizations;

    b)   describe the role of the CSI, when conducting an opening meeting with a training organization;

    c)   explain where to obtain and demonstrate the use of approved checklist(s);

    d)   explain how to check that manuals, documentation, QA, training records, instructor records, facility, equipment, etc., comply with all applicable regulatory requirements;

    e)   demonstrate how to identify findings related to cabin safety training and issue non-compliances;

    f)   conduct a debriefing with the training organization's personnel following an audit or an inspection;

    g)   describe the role of the CSI, when conducting a closing meeting with a training organization;

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6.   At the time of publication of this manual, Doc 9376 was still under review.

h)   demonstrate the ability to prepare a written report on the outcomes of an audit or an inspection; and

i)   demonstrate the ability to review a CAP and describe follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.12.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   leadership and teamwork;

g)   critical thinking;

h)   systems thinking; and

i)   risk management.

5.5.13   Ramp inspections of the operator

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Task 13.   Conduct ramp inspections of the operator

Sub-tasks:

13.1   Use approved checklist/documentation.

13.2   Ensure all cabin crew members are in possession of the required documentation.

13.3   Check application of SOPs.

13.4   Check cabin safety and emergency equipment and associated placards.

13.5   Check aircraft systems relevant to cabin crew tasks.

13.6   Issue a report to the operator.

13.7   Review CAP and follow-up on the resolution of safety issues.

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5.5.13.1   *Knowledge*

a)   National regulations in all cabin safety-related areas;

b)   types of documents and information required, including the use of a C-EFB, where applicable;

c)   content of approved cabin safety-related manuals and documents, such as the CCOM and passenger safety briefing cards;

d)   minimum cabin crew complement for each aircraft type, in accordance with the applicable regulations;

e)   operator's safety reporting procedures;

f)   approved checklist(s) for cabin safety-related ramp inspections;

g)   the State's processes and procedures for cabin safety-related ramp inspections; and

h)   content of a CAP, types of methods to assess a CAP (e.g. data review, safety risk assessment, safety assurance process) and types of follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.13.2   *Reference material*

a)   Applicable national regulations;

b)   approved checklist(s);

c)   documentation related to cabin safety-related ramp inspections;

d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

e)   the *Preparation of an Operations Manual* (Doc 9376)[7];

f)   the *Emergency Response Guidelines for Aircraft Incidents Involving Dangerous Goods* (Doc 9481);

g)   the *Cabin Crew Safety Training Manual* (Doc 10002);

h)   the *Manual on the Approval and Use of Child Restraint Systems* (Doc 10049);

i)   the *Manual on the Establishment of Minimum Cabin Crew Requirements* (Doc 10072);

j)   the *Manual on Information and Instructions for Passenger Safety* (Doc 10086);

k)   the *Manual on the Implementation and Use of Cabin Electronic Flight Bags* (Doc 10111);

l)   the *Guidelines for the Expanded Use of Portable Electronic Devices* (Cir 340);

m) the *Guidelines on Education, Training and Reporting Practices related to Fume Events* (Cir 344); and

n)   the *Guidelines for Training Cabin Crew on Identifying and Responding to Trafficking in Persons* (Cir 352).

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7.   At the time of publication of this manual, Doc 9376 was still under review.

5.5.13.3   *Training media*

    a)   Classroom and/or computer-based training;

    b)   practical exercise on completing the approved checklist(s);

    c)   practical exercise on preparing a written report;

    d)   practical exercise on reviewing a CAP; and

    e)   practical exercise of a ramp inspection (or as part of OJT).

5.5.13.4   *Task list standards*

    a)   Explain where to obtain and demonstrate the use of approved checklist(s);

    b)   describe the role of the CSI, when conducting a ramp inspection;

    c)   explain how the CSI should behave when boarding an aircraft, including a description of duties, such as: presenting oneself, showing the necessary credentials, interacting with the pilot-in-command and the other operating crew members;

    d)   describe the required, up-to-date documentation that operating cabin crew members must have in their possession;

    e)   describe how to determine that the operating crew members apply all relevant cabin SOPs;

    f)   demonstrate the ability to prepare a written report on the outcomes of a ramp inspection; and

    g)   demonstrate the ability to review a CAP and describe follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.13.5   *Competencies*

    a)   Ethics and values;

    b)   communication;

    c)   problem-solving and decision-making;

    d)   initiative;

    e)   technical expertise;

    f)   leadership and teamwork;

    g)   critical thinking; and

    h)   risk management.

5.5.14   En-route inspections of the operator

Task 14.   Conduct en-route inspections of the operator

Sub-tasks:

14.1   Use approved checklist/documentation.

14.2   Ensure all cabin crew members are in possession of the required documentation and equipment.

14.3   Attend cabin crew briefing.

14.4   Check application of SOPs.

14.5   Check cabin safety and emergency equipment and associated placards.

14.6   Check aircraft systems relevant to cabin crew tasks.

14.7   Conduct debriefing with cabin crew members.

14.8   Issue a report to the operator.

14.9   Review CAP and follow-up on the resolution of safety issues.

5.5.14.1   *Knowledge*

a)   National regulations in all cabin safety-related areas;

b)   types of documents and information required, including the use of a C-EFB, where applicable;

c)   content of approved cabin safety-related manuals and documents, such as the CCOM and passenger safety briefing cards;

d)   minimum cabin crew complement for each aircraft type, in accordance with the applicable regulations;

e)   operator's safety reporting procedures;

f)   approved checklist(s) for cabin safety-related en-route inspections;

g)   State's processes and procedures for cabin safety-related en-route inspections; and

h)   content of a CAP, types of methods to assess a CAP (e.g. data review, safety risk assessment, safety assurance process) and types of follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.14.2   *Reference material*

a)   Applicable national regulations;

    b)   approved checklist(s);

    c)   documentation related to cabin safety-related en-route inspections;

    d)   the *Manual of Procedures for Operations Inspection, Certification and Continued Surveillance* (Doc 8335);

    e)   the *Preparation of an Operations Manual* (Doc 9376)[8];

    f)   the *Emergency Response Guidelines for Aircraft Incidents Involving Dangerous Goods* (Doc 9481);

    g)   the *Cabin Crew Safety Training Manual* (Doc 10002);

    h)   the *Manual on the Approval and Use of Child Restraint Systems* (Doc 10049);

    i)   the *Manual on the Establishment of Minimum Cabin Crew Requirements* (Doc 10072);

    j)   the *Manual on Information and Instructions for Passenger Safety* (Doc 10086);

    k)   the *Manual on the Implementation and Use of Cabin Electronic Flight Bags* (Doc 10111);

    l)   the *Guidelines for the Expanded Use of Portable Electronic Devices* (Cir 340);

    m)   the *Guidelines on Education, Training and Reporting Practices related to Fume Events* (Cir 344);

    n)   the *Guidelines for Training Cabin Crew on Identifying and Responding to Trafficking in Persons* (Cir 352).

5.5.14.3   *Training media*

    a)   Classroom and/or computer-based training;

    b)   practical exercise on completing the approved checklist(s);

    c)   practical exercise on preparing a written report;

    d)   practical exercise on reviewing a CAP; and

    e)   practical exercise on conducting a cabin crew debriefing of an en-route inspection.

5.5.14.4   *Task list standards*

    a)   Explain where to obtain and demonstrate the use of approved checklist(s);

    b)   describe the role of the CSI, when conducting an en-route inspection;

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8.   At the time of publication of this manual, Doc 9376 was still under review.

c) explain how the CSI should behave when on board an aircraft, including a description of duties, such as: presenting oneself, showing the necessary credentials, interacting with the pilot-in-command and the other operating crew members;

d) describe the required, up-to-date documentation that operating cabin crew members must have in their possession;

e) describe the content of the cabin crew pre-flight briefing;

f) describe how to determine that the operating crew members apply all relevant cabin SOPs;

g) conduct a debriefing with the operating cabin crew members following an en-route inspection;

h) demonstrate the ability to prepare a written report on the outcomes of an en-route inspection; and

i) demonstrate the ability to review a CAP and describe follow-up actions to be undertaken to ensure the resolution of safety issues.

5.5.14.5　*Competencies*

a) Ethics and values;

b) communication;

c) problem-solving and decision-making;

d) initiative;

e) technical expertise;

f) leadership and teamwork;

g) critical thinking; and

h) risk management.

5.5.15　Development and amendments to regulations and procedures

> **Task 15.　Develop and/or recommend amendments to regulations and/or procedures**
>
> Sub-tasks:
>
> 15.1　Identify the need for a new regulation or amendment to a current regulation.
>
> 15.2　Conduct the necessary research prior to affecting any changes.
>
> 15.3　Propose and submit new information following State procedures.

5.5.15.1   *Knowledge*

      a)   National regulations in all cabin safety-related areas;

      b)   content of approved cabin safety-related manuals and documents, such as the CCOM; and

      c)   processes and procedures for the development of, or amendment to, regulations and procedures.

5.5.15.2   *Reference material*

      a)   Applicable national regulations; and

      b)   documentation related to the development of, or amendment to, regulations and procedures.

5.5.15.3   *Training media*

      a)   Classroom and/or computer-based training; and

      b)   practical exercise on writing a regulation.

5.5.15.4   *Task list standards*

      a)   Describe the process to identify the need for a new regulation;

      b)   describe the process to amend a current regulation;

      c)   describe how to establish methods for the conduct of research related to the impact of regulatory changes;

      d)   describe the process to propose and submit new information following State procedures; and

      e)   demonstrate the ability to write a regulation.

5.5.15.5   *Competencies*

      a)   Ethics and values;

      b)   communication;

      c)   problem-solving and decision-making;

      d)   initiative;

      e)   technical expertise;

      f)   leadership and teamwork;

      g)   critical thinking;

h)   systems thinking; and

i)   risk management.

5.5.16   Management of non-compliances

Task 16.   Manage non-compliances

Sub-tasks:

16.1   Determine if the corrective actions taken are adequate to correct the non-compliances and to prevent re-occurrences.

16.2   Apply enforcement action.

5.5.16.1   *Knowledge*

a)   Content of a CAP;

b)   methodologies for the various types of surveillance activities, including the provisions for classifying the findings resulting from the surveillance activity, based on their severity, to determine the type of follow-up and enforcement action by the CAA;

c)   primary legislation which contains the legal basis for enforcement, including the ability to impose operating restrictions, suspend or revoke licences, certificates, authorizations or approvals, as well as impose financial penalties;

d)   CAA procedures for the implementation and enforcement of regulatory requirements;

e)   clear delineation of roles within the State, including who has the authority to decide, particularly with respect to enforcement aspects.

5.5.16.2   *Reference material*

a)   Applicable national regulations;

b)   approved checklist(s);

c)   documentation related to the process to take appropriate actions, including enforcement action;

d)   the *Safety Oversight Manual, Part A — The Establishment and Management of a State Safety Oversight System* (Doc 9734).

5.5.16.3   *Training media*

a)   Classroom and/or computer-based training; and

b)   practical exercise on applying enforcement action.

5.5.16.4   *Task list standards*

a)   explain how to determine if corrective actions taken are adequate to correct the non-compliances and to prevent re-occurrences based on a set of findings (e.g. review of operator's safety risk assessment and safety assurance process); and

b)   describe the documented process to take appropriate actions, up to and including enforcement measures, to resolve identified safety issues.

5.5.16.5   *Competencies*

a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   leadership and teamwork;

g)   critical thinking; and

h)   risk management.

5.5.17   Coordination of working groups with industry members

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Task 17.   Coordinate working groups with industry members

Sub-tasks:

17.1   Identify the need for a working group.

17.2   Identify the objective of said working group.

17.4   Extend invitations to members and stakeholders.

17.5   Schedule working group meetings.

5.5.17.1   *Knowledge*

The State's procedures related to working groups with industry members.

5.5.17.2   *Reference material*

    a)   Applicable State procedures; and

    b)   documentation related to the coordination of working groups with industry members.

5.5.17.3   *Training media*

    a)   Classroom and/or computer-based training; and

    b)   practical exercise on writing a meeting report.

5.5.17.4   *Task list standards*

Describe the State's procedures related to working groups with industry members, including:

    a)   purpose and determination of need;

    b)   methods of operation;

    c)   terms of reference and work programme;

    d)   membership;

    e)   participants other than members;

    f)   function of members;

    g)   obligations of nominating organizations;

    h)   officers (e.g. Chairperson, Vice-Chairperson, Secretary);

    i)   initiation of action;

    j)   correspondence;

    k)   coordination of activities;

    l)   working group sub-groups;

    m)   conduct of meetings;

    n)   reporting; and

    o)   dissolution of a working group.

5.5.17.5   *Competencies*

    a)   Ethics and values;

b)   communication;

c)   problem-solving and decision-making;

d)   initiative;

e)   technical expertise;

f)   leadership and teamwork;

g)   critical thinking;

h)   systems thinking; and

i)   risk management.

5.6   SSP TRAINING FOR CSIs

5.6.1   Initial training should provide the CSI with an overview of the State's own SSP, as well as specifics related to the inspector's role within this programme. Training should also address the standardization of approvals and surveillance activities to ensure consistency among the CSIs when performing their tasks with different operators. This training may be embedded into the CSI initial training programme or delivered as an introductory course for all of the State's inspectors. CSIs who are already employed by the CAA should also be required to complete this training.

5.6.2   SSP training for CSIs should cover, as a minimum, the following:

a)   the interpretation of regulations related to cabin operations;

b)   the assessment of acceptable means of compliance proposed by the operator (e.g. for cabin crew training programme content);

c)   a review and acceptance of the operator's safety risk assessments;

d)   a review and acceptance of the operator's safety performance indicators (SPIs) and safety performance targets (SPTs), including how to evaluate the relevance of SPIs/SPTs presented by the operator as part of its SMS; and

e)   an SMS assessment methodology to accept and oversee the operator's SMS, including specific aspects related to the CSI's tasks, such as:

   1)   conducting process inspections;

   2)   analysing systemic failures;

   3)   conducting the interviews of operator personnel;

   4)   sampling operator internal reports;

   5)   assessing the implementation of documented processes; and

   6)   evaluating the operator's positive safety culture.

5.7   ISSUANCE OF A CSI QUALIFICATION

Prior to the issuance of a CSI qualification, all trainees should successfully complete a formal competency assessment in the role. The final assessment of CSI competence should be made against the competency framework contained in the appendix to Chapter 4. CSI trainees should only be authorized to perform CSI tasks after having been assessed as qualified.

5.8   MAINTENANCE OF QUALIFICATION AND ONGOING TRAINING

5.8.1   The maintenance of credentials/licences/attestation and other skills or qualifications, and of an acceptable level of proficiency and knowledge of civil aviation activities, limitations, equipment, systems, operations, etc., allows the CSI to better assess the knowledge, techniques and overall competence of the cabin crew members and other stakeholders (e.g. cabin crew instructors and evaluators). The CSI training programme should include refresher training for the CSI to maintain the necessary qualifications for the position, as well as to effectively perform the related safety oversight functions and activities.

5.8.2   Ongoing training should be conducted periodically to maintain and enhance CSI competence at the desired level through a series of classroom and/or computer-based training sessions, practical exercises, written exams, etc., for general training elements (e.g. conducting surveillance), as well as for training elements relevant to any specialized duties or assigned tasks (e.g. certification of a new aircraft type). Ongoing training may also be provided to familiarize CSIs with new requirements, procedures and/or equipment introduced since their last training session. Ongoing training ensures that CSIs, by practicing most tasks and their associated competencies, maintain the required level of performance.

5.8.3   Periodic specialized training enables the CSI to achieve and maintain a high level of knowledge and expertise. Through its training policy, the State should commit to providling specialized or advanced training to CSIs employed by the CAA, to ensure they remain current with the latest developments in aviation and cabin safety in particular.

5.8.4   Participation in seminars, workshops and expert groups organized by ICAO and international and regional aviation-related organizations enable CSIs to increase their knowledge basis and share experiences with experts from other States. Additional studies, such as courses in technical report writing and supervisory training, may also assist CSIs in improving their effectiveness and efficiency.

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