



**CT 139-002 – PERSONNEL
REQUIREMENT AND COMPETENCY
ASSESSMENT OF AERODROME
OPERATORS POST HOLDERS**

Date: 06 September 2018

1. AUTHORITY

This Technical Circular is issued under the authority of the Chairman of the Board of Directors of the Civil Aviation Institute of Mozambique (IACM), pursuant of powers vested in him under Article 19 of Law number 05/2016 of 14 June and Article 12 of Resolution 19/2011 of 30 November.

2. BASIS

To establish the Guidance Materials, personnel requirement and competency assessment of aerodrome operators post holders.

3. OBJECTIVE

This Technical Circular is to define the personnel requirement and competency assessment of aerodrome operators post holders.

4. APPLICABILITY

The Guidance Materials, personnel requirement and competency assessment of aerodrome operators post holders is applicable to all Aerodrome Operators, who operate in Mozambique.

This personnel requirement and competency assessment of aerodrome operators post holders should be part of the aerodrome certification.

1.0 GENERAL

Mozambique Civil Aviation Authority Technical Circulars from Aerodrome Department contain information about standards, practices and procedures that the Authority has found to be an Acceptable Means of Compliance (AMC) with the associated Regulations.

An AMC is not intended to be the only means of compliance with a regulation, and consideration will be given to other methods of compliance that may be presented to the Authority.

2.0 PURPOSE

This Technical Circular provides methods, acceptable to the Authority, for showing compliance with competence of operational and maintenance personnel requirements of MOZCAR 139.5.3, as well as explanatory and interpretative material to assist in showing compliance.

3.0 APPLICATION

The material contained in this Technical Circular mainly applies to aerodrome operator's staff qualifications and competence for performing all critical activities at an aerodrome.

4.0 REFERENCE

The Technical Circular relates specifically to MOZCAR 139.5.3 and MOZCAT 139 VOL. 1; ICAO Doc. 9981, PANS – Aerodromes

5.0 STATUS OF THE AC

This is the first issue of the CT on subject matter.

FOREWORD

This Technical Circular provides guidance to aerodrome operators on the qualification requirements and the basis for assessment of competency of key aerodrome personnel based on the relevant provisions of the Mozambique Civil Aviation Regulations, Part 139.

The objective of the regulation and guidance material is to assist Aerodrome Operators to ensure that persons within the management structure possess the relevant operational safety competence, and be able to identify any gaps that may exist in the areas of competence for their particular aerodrome. The size, complexity and scale of operations of an aerodrome will be a component of the Operator's assessment process.

The competency assessment of operational personnel could be carried out as part of on-site verification of operational procedures and administrative inspections as this provides a good picture about training and qualification of who perform critical activities for aerodrome and maintenance.

It is, therefore, expected that these guidelines will provide adequate information on the important requirements to the aerodrome operators.

BACKGROUND

It is required that the aerodrome operator employs an adequate number of personnel qualified and skilled for performing all critical activities in the aerodrome operations and maintenance processes as stated in Mozambique Civil Aviation Regulations Part 139. The provisions are as follows:

- i. MOZCAR 139.5.3.1: "The aerodrome operator shall employ adequate numbers of qualified and skilled personnel to perform all critical activities for aerodrome operation and maintenance.

The curriculum for initial and recurrent training shall include at least the following areas:

- (a) Aerodrome familiarization, including aerodrome marking, lighting, and signs system;
- (b) Procedures for access to, and operation in, movement areas and safety areas;
- (c) Aerodrome communications, including radio communication between the air traffic control tower and personnel, use of the common traffic advisory frequency if there is no air traffic control tower or the tower is not in operation, and procedures for reporting unsafe aerodrome conditions;
- (d) Duties required under the Aerodrome Manual and the requirements MOZCAR 139;
- (e) Any additional subject areas required under Mozambique Civil Aviation regulations as appropriate;
- (f) In respect of aerodrome maintenance, the training of personnel shall include the following areas as appropriate:
 - i. Maintenance of runway, taxiway and apron (paved and unpaved);
 - ii. Runway and taxiway strips and shoulders and runway end safety areas;
 - iii. Aerodrome drainage and fencing;
 - iv. Aerodrome Visual aids and electrical systems;
 - v. Passenger and Cargo building facilities.
- (g) Make a record of all training completed by each individual in compliance with the regulations that includes, at a minimum, a description and date of training received and provide the Authority with a copy of this record, if requested ;

- (h) As appropriate, comply with the following training requirements:
- i. Aircraft Rescue and Fire Fighting operational requirements ;
 - ii. Ground Vehicles and Pedestrians;
 - iii. Aerodrome Inspection programme;
 - iv. Wildlife Hazard management.
- (l) notwithstanding the requirements of MOZCAR 139, the aerodrome operator shall develop and implement a training program for personnel engaged that will demonstrate compliance with this Regulation”.

1.0 PERSONNEL REQUIREMENTS FOR AERODROME OPERATORS

1.1 Post Holders:

- (1) Each Aerodrome Operator prior to the grant of an Aerodrome Certificate and on an On-going basis shall engage, employ or contract:
 - a) sufficient and qualified personnel for the planned tasks and activities to be performed related to the operation, maintenance and management of the aerodrome in accordance with the applicable requirements and the Aerodrome Operator's training programme; and
 - b) sufficient number of supervisors to defined duties and responsibilities, taking into account the structure of the organization and the number of personnel employed.
- (2) The Aerodrome Operator shall nominate post holders, acceptable to the Authority, who are responsible for the management and supervision of the critical areas: The portfolios of the aerodrome post holders may be as follows:
 - a) Accountable Manager(Airport Manager): The most senior post holder who has full control of the resources, final authority over operations under the certificate/approval of the Aerodrome and ultimate responsibility and accountability for the establishment, implementation and maintenance of the SMS; safety policies and the resolution of all safety issues.

The Accountable Manager's authorities and accountabilities should include, but are not limited to:

- i. communication and promotion of the safety policy;
- ii. establishment of the organisation's safety objectives and safety targets;
- iii. establishment, implementation and maintenance of the organisation's competence to learn from the analysis of data collected through its safety reporting system and other Safety Data Collection and Process Systems (SDCPS) in place; and
- iv. establishment of a just culture which encourages safety reporting.
- v. Supervision of other post holders who will be responsible for safety critical aspects for the aerodrome operation including the following:

- b) Head of Safety Department: A person who should be the responsible individual and focal point for the development and maintenance of an effective Safety Management System.
- c) Head of Operations Department – A senior person who should be responsible for ensuring that the aerodrome and its operation comply with the requirements of MOZCAR 139.
- d) Head of Maintenance Department – A senior person who should be responsible for ensuring that the aerodrome’s maintenance programmes for safety critical infrastructure comply with the requirements of MOZCAR 139.
- e) Head of Rescue Firefighting Services Department – A competent person who should be responsible for establishing and effectively managing all aspects of Rescue and Firefighting Services.
- f) Head of Environment Department: A competent person who should be responsible for establishing and effectively managing all aspects related to wildlife management and control.
- (3) An applicant for the grant of an aerodrome operator certificate must establish a procedure for initially assessing and for maintaining the competence of personnel required to manage, operate and maintain the aerodrome and its services and facilities.
- (4) The Aerodrome Operator shall give consideration to the size and complexity of the organization, recognising that some managers may hold multiple Aerodrome Post Holder positions.
- (5) The Aerodrome Operator shall ensure that any changes to Aerodrome Post Holders are accepted by the Authority prior to the change.
- (6) The Aerodrome Operator shall update its Aerodrome Manual including the organisational structure with respect to the accepted Aerodrome Post Holders.
- (7) The Aerodrome Operator shall establish and implement a training programme to maintain the competency of the safety critical personnel.
- (8) The Aerodrome Operator shall maintain appropriate qualification training and proficiency check records to demonstrate compliance with the requirement in (vii).

1.2 Determination of Personnel Needs and Qualifications:

- a) The Aerodrome Operator should determine the number of required personnel for the planned tasks.
- b) The Aerodrome Operator should determine the required personnel qualifications, in accordance with the applicable requirements.
- c) A documented system with defined responsibilities should be in place, in order to identify any need for changes with regard to personnel qualifications. The documentation should define:
 - i. the method by which staffing levels are determined in relation to the operation, maintenance and management of the aerodrome;
 - ii. the training requirements and training programme to ensure that personnel are adequately trained.
- d) The procedures for the determination of personnel needs and qualifications should include the mechanisms that ensure only trained and competent personnel undertake the planned tasks and activities assigned to them.

1.3 Distribution of Rules and Procedures

The Aerodrome Operator should have a system in place to distribute the rules and procedures to personnel to enable them to exercise their duties and responsibilities safely and effectively.

1.4 Gap Analysis: Personnel Requirements

The Aerodrome Operator should conduct gap analysis in order to provide an assessment and demonstration of the following:

- a) Sufficient number of qualified personnel for the planned tasks and activities being performed.
- b) That there are a sufficient number of supervisors assigned to defined duties and responsibilities, taking into account the structure of the organisation and the number of personnel employed.
- c) Those personnel involved in the operation, maintenance and management of the aerodrome are adequately trained in accordance with the organisation's training programme.

1.5 Gap Analysis: Minimum Number of Personnel, Personnel Requirements and Training Needs Analysis.

- a) A gap analysis should be used as a tool to compare existing operations with the requirement to provide sufficient numbers of trained personnel appropriate for the scale and complexity of the aerodrome and its operations.
- b) As part of the gap analysis process, each assessment should refer to the following categorisation of “High” “Medium” or “Low” in relation to the scale, complexity and demands of the operation and for the provision of a dedicated aerodrome operations team:

| Categorisation | Scale, Complexity and demand of operations at aerodrome | Demand of operations |
|-----------------------|--|--|
| High | <input type="checkbox"/> One or more runways <input type="checkbox"/> Complex in nature <input type="checkbox"/> Significant developments <input type="checkbox"/> Instrument runway <input type="checkbox"/> Traffic density of ATC unit: | <input type="checkbox"/> Dedicated operations team <input type="checkbox"/> No extraneous or ancillary duties <input type="checkbox"/> (Other than AEP response tasks) |
| Medium | <input type="checkbox"/> One runway <input type="checkbox"/> Instrument runway <input type="checkbox"/> Traffic density of ATC unit: medium | <input type="checkbox"/> Dedicated operations team <input type="checkbox"/> Extraneous or ancillary duties allowable under assessment (Other than AEP response tasks) |
| Low | <input type="checkbox"/> One runway <input type="checkbox"/> Non-instrument runway <input type="checkbox"/> No shift patterns <input type="checkbox"/> Traffic density of ATC unit: low | <input type="checkbox"/> Option to have a multi-tasked team extraneous duties team allowable under assessment |

- c) Once the gap analysis has been completed and fully documented, the staffing levels, resources and processes that have been identified as missing or inadequate will form the basis for an implementation plan, in order to become compliant with the regulations.
- d) An example of elements to consider for the gap analysis, as part of the aerodrome Safety Management System process, is as follows:

- i. Aerodrome inspection requirements appropriate to the operational use of runway(s) and taxiways;
- ii. Complexity of aerodrome layout, for example:
 - a) Scale of aerodrome (geographical)
 - b) Scale of aerodrome (number of runways and taxiways)
 - c) Scale of aerodrome (number of aprons and stands);
- iii. Complexity of operations i.e. CAT I, CAT II, CAT III, number of runways, movement rates;
- iv. Low visibility operations;
- v. Day and night use;
- vi. Duty hours for operational staff with reference to the following list:
 - a) Compliance with the maximum allowable working hours as defined within the Mozambique Labour Law;
 - b) Sufficient break periods / rest-time;
 - c) An awareness of the problematic fatigue issues relating to the circadian body clock, to ensure so far as is reasonably possible, fatigue does not impair operational safety;
 - d) Environmental factors
 - e) Operational duties required (day);
 - f) Operational duties required (night);
 - g) Handover time;
 - h) Shift patterns; and
 - i) Maximum consecutive hours for both day and night duties (not exceeded)
- vii. The number and complexity of aerodrome development projects – inspections and oversight of contractors;
- viii. Aerodrome operations procedural requirements and activities, for example:
 - a) Aerodrome inspection requirements;
 - b) Marshalling duties;
 - c) Wildlife hazard control duties;
 - d) FOD management duties;
 - e) Follow-me requirements;
 - f) Fuel management; and
 - g) Control and management of aeronautical data;

- ix. Pavement maintenance, duties and inspections;
- x. Visual aids maintenance (signs, markings and markers), duties and inspections;
- xi. AGL maintenance, duties and inspections;
- xii. Allowance for annual leave, public holidays (in lieu), training, OJT training, special leave and sickness; and
- xiii. Sufficient operational administrative support staff (the number of support staff will depend on the complexity of the operations).

1.6 Qualification of Personnel

- 1.6.1 The term 'qualified' denotes fitness or fit for the purpose. This may be achieved through fulfillment of the necessary conditions such as completion of required training, or acquisition of a relevant diploma or degree certificate as specified in the organisations scheme of service or recruitment policy and through the gaining of suitable experience. It, also, includes the ability, capacity, knowledge or skill that matches or suits an occasion, or makes someone eligible for a duty, office, position, privilege or status.
- 1.6.2 Certain posts may, by nature, be associated with the possession of certain qualifications in a specific field (e.g. rescue and firefighting, civil, mechanical or electrical engineering, wildlife biology, etc.). In such cases, the person occupying such a post is expected to possess the necessary qualifications.

1.7 Combination of Nominated Aerodrome Post Holders:

- 1.7.1 The acceptability of a single person holding more than one post, possibly in combination with being the Accountable Manager (Airport Manager), should depend upon the Aerodrome Operator's organisation, and the size and complexity of its operations. The two main areas of concern should be competence, and an individual's capacity to meet his/her responsibilities.
- 1.7.2 As regard to competence in different areas of responsibility, there should not be any difference from the requirements applicable to persons holding only one post.
- 1.7.3 The capacity of an individual to meet his/her responsibilities should primarily be dependent upon the complexity of the aerodrome operator's organisation and its operations. However, the size and complexity of the aerodrome operator's organisation, or of its operation may prevent, or limit, combinations of posts.

1.8 *Changes to Aerodrome Post Holders:*

The Aerodrome Operator should apply for a change to the nominated Aerodrome Post Holder by submitting an application for a change of Aerodrome Post Holder, with required supporting documentation to the Authority. The application should additionally include evidence of management of change.

1.9 *Temporary Aerodrome Post Holders:*

When an Aerodrome Post Holder is unavailable for lengthy periods, or has left the organisation, the Aerodrome Operator should notify the Authority of a replacement or temporary Aerodrome Post Holder. The Authority will request an interview with a proposed temporary Aerodrome Post Holder.

2.0 TRAINING PROGRAMME TO BE ESTABLISHED AND IMPLEMENTED

2.1 *Training programme:*

- 2.1.1 The training programme should cover all personnel:
- (i) involved in the operation, maintenance and management of the aerodrome (supervisors, managers, senior managers, and the Accountable Manager); and
 - (ii) operating unescorted on the Movement Area, and other operational areas of the aerodrome, and which are related to the aerodrome operator, or other organizations which operate or provide services at the aerodrome, regardless of their level in the organisation.
- 2.1.2 The training of persons mentioned in 2.1.1 should be completed prior to the initial performance of their duties, or allowing them unescorted access on the Movement Area and other operational areas of the aerodrome, as appropriate.
- 2.1.3 The training programme should include Safety Management System training whose level of detail should be appropriate to the individual's responsibility and involvement in the Safety Management System and should also include human and organisational factors; for those persons referred to in 2.1.1 (ii) employed by other organisations operating, or providing services at the aerodrome, the Safety Management System training may cover only the necessary elements (e.g. relevant procedures, safety reporting system, aerodrome safety programme, FOD awareness, etc.).
- 2.1.4 The training programme should consist of the following:
- i) a process to identify training standards, including syllabi, and frequency for each type of training and area of activity for the persons mentioned in 2.1.1, including for instructors and assessors, and track completion of required training;
 - ii) a validation process that measures the effectiveness of training;
 - iii) initial job specific training;
 - iv) on the job training; and
 - v) recurrent training.
- 2.1.5 The training programme should identify training responsibilities and contain procedures:
- i) for training and checking of the trainees;
 - ii) to be applied in the event that personnel do not achieve or maintain the required standards.
- 2.1.6 Training contents and syllabi should comply with the training requirements described in the Aerodrome Manual.

- 2.1.7 A training file should be developed for each employee, including management, to assist in identifying and tracking employee training requirements, and verifying that personnel have received the planned training.

2.2 Training Programme – Checking of Trainees:

- a) Checking required for each training course should be accomplished by the method appropriate to the training element to be checked.
- b) Training elements that require individual practical participation may be combined with practical checks.

2.3 Methodology– Checking of Trainees:

The methods to be used for the checking of the trainees could include:

- a) practical demonstration,
- b) computer based assessment,
- c) oral or written tests, or combinations of such methods, as appropriate.

2.3.1 Training Records

The aerodrome operator should maintain records of the training sessions that it has provided, including as a minimum the following:

- i) area of training and subjects covered;
- ii) names of participants/signed list of participants;
- iii) date and duration of training; and
- iv) name of the instructor.

2.3.2 Training Records of Individuals:

The training records maintained for each individual should include as a minimum:

- i) the name of the trainee;
- ii) the date(s) and the duration of the training;
- iii) the place where the training was received;
- iv) the name of the organisation that provided the training;
- v) the subjects covered, and the methodology of the course;
- vi) the climatic conditions(for practical training)
- vi) any comments made by the instructor if applicable;
- vii) performance evaluation of the trainee if applicable; and
- viii) the name and signature of the instructor.

2.3.3 Proficiency Check Records:

The proficiency check records (where applicable) maintained for each individual should include as a minimum:

- a) the name of the person checked;
- b) the date(s) and the duration of the proficiency check;
- c) the methodology of the check conducted;
- d) any comments made by the assessor;
- e) the performance evaluation of the person checked; and
- f) the name and signature of the assessor.

3.0 AERODROME PERSONNEL COMPETENCY ASSESSMENT.

The Authority will ensure, through the application of appropriate regulatory principles and processes that Aerodrome Operators personnel responsible for operations and maintenance tasks are competent to carry out those tasks.

The purpose of competence assessment is to affirm competence and to identify areas in need of improvement as appropriate either in the individual or the system within which the individual works. The aerodrome operations and maintenance personnel covered in the section include apron control staff, bird control staff, airfield lighting and aircraft pavement maintenance personnel, aircraft movement area inspection staff, Rescue and firefighting etc.

3.1 *Nominated Persons:*

3.1.1 Selection of the Post Holder is the responsibility of the applicable Aerodrome Operator.

However, acceptance from the Authority will be required for all persons nominated as Aerodrome Post Holders.

3.1.2 The Authority's acceptance of nominated Aerodrome Post Holders will be based on the applicable Competency Assessment and the applicant's demonstration of knowledge of the applicable regulations and an understanding of the proposed position. While the specific job title designations for the posts may differ, the scope should include the accountabilities and responsibilities as stated in the regulation.

3.2 *Interviews with nominated Aerodrome Post Holders:*

3.2.1 An interview session between the Authority and the nominated Aerodrome Post Holder will be scheduled to:

- a) exchange of information between the intended nominated persons and the Authority for the latter to acquire information on the intended work areas and the applicant's competence level so as to verify their suitability for the post(s); and
- b) create good contact and understanding between both parties, and to come to a mutual conclusion on, if necessary, possible solutions for training and personal development over time.
- c) evaluate the applicant demonstrating knowledge of the applicable regulations, understanding of the role applied for and of the standards required by the Authority.

3.2.2 The interview may be arranged;

- a) at the start of operations before issuing the first Aerodrome Certificate; or
- b) when there is a change of Aerodrome Post Holders at a Certified Aerodrome.

3.3 *Methods of Assessment of Competence:*

3.3.1 Competence may be assessed by a system of

- a) Continuous assessment; or
- b) Dedicated practical check; or
- c) Combination of (a) and (b) above; and
- d) Oral Examination and/or a written test of the personnel's knowledge of aerodrome operations and maintenance procedures

3.3.2 The performance and knowledge assessment criteria are detailed in Appendix A

3.3.3 *Continuous Assessment:*

Continuous assessment may be achieved by the Aerodrome Inspector observing the standards of the operations and maintenance service provided by those whose competence he will certify as he works with them during normal operational duties or during surveillance inspections. Where the Aerodrome Inspector has not had sufficient contact with the Aerodrome personnel to adequately assess his performance he will not certify the personnel's competence until he has conducted a dedicated practical assessment during the certification audit or the audit for certificate renewal. The personnel concerned must be advised that a dedicated practical assessment is to be conducted.

3.3.4 *Dedicated Practical Assessments:*

A dedicated practical assessment would normally be carried out during certification audit or audit for certificate renewal. To conduct a dedicated practical assessment the Aerodrome Inspector sits with the personnel with the sole purpose of observing the quality and standard of work being carried out. This differs from continuous assessment in that the competence assessor is not involved in any tasks other than observation of the personnel being assessed. The personnel concerned must be briefed on the conduct of the assessment particularly when it is necessary to monitor and observe him from a remote position. Following a dedicated practical check the Aerodrome Inspector must de-brief the personnel being assessed and give feedback regarding the quality of working practices observed. If a personnel's performance is observed only in some working situations the assessment must be supplemented by questioning on other situations, e.g. low visibility operations, military activity, etc.

3.3.5 *Oral Examination:*

The oral element of the process is usually carried out after the practical element. All key performance objectives must be tested to confirm understanding. Scenario-type questioning allows the Aerodrome Inspector to gather additional evidence of how the operator's personnel would have reacted in circumstances that were not observable but are nevertheless considered important to the overall operation at that Unit. Aerodrome personnel who demonstrate practically that he can do the job (seen by direct observation) and can explain the reasons for acting in a particular way (verified through the oral element) has demonstrated understanding and has fulfilled the requirements to be considered competent.

As stated, when used properly, the oral element of the process primarily establishes how the personnel would work under circumstances the Aerodrome Inspector was unable to witness. Additionally, the Aerodrome Inspector will be able to focus on certain specific observations to provide clarification. The oral will, therefore, give a clear indication that the personnel knows, not only what he should be doing, but why he should be doing it. The oral process requires considerable skill and it is difficult to ensure consistency between individual Aerodrome Inspector.

3.3.6 *Written Examination:*

It is easier to administer and to ensure the consistency of written examinations particularly when using multiple-choice questioning. Although multiple-choice questioning can test knowledge it is not appropriate for determining what an aerodrome personnel would do in a particular operational situation. The most comprehensive method of testing an operation or maintenance personnel understanding, as opposed to his possession of pure knowledge, would be a combination of multiple-choice questions that assess the personnel's knowledge of national procedures, together with a separate oral examination which tests the personnel's reaction to operational situations.

3.4 ***Record Keeping:***

The Aerodrome Inspector will keep records of the periods during which they observe and assess the competence of the personnel. Where continuous assessment is the chosen process, Aerodrome Inspectors are required to be particularly disciplined in this requirement. These records would be short and informal if the competence assessor had no reservations about a personnel's competence. Where the competence assessor (Aerodrome Inspector) is concerned that an aerodrome personnel's operational competence is declining, but not yet to the extent that he is assessed as being not competent, more comprehensive records would be required and early intervention possibly in the form of remedial training may be needed.

3.5 Outcome of a Competence Assessment:

The competence of an aerodrome operations and maintenance personnel is measured against performance objectives, therefore, at the end of an assessment, whether ongoing or dedicated, the personnel will have been found to be either 'competent' or 'not competent' as the case may be.

There may be occasions however, when the personnel's overall performance, although safe, may be described as 'barely satisfactory'. This may be caused by either one major factor or several smaller factors being observed during the assessment which, in themselves are not enough to declare the personnel 'not competent'. This situation gives the competence assessor (Aerodrome Inspector) cause for concern and it illustrates the 'declining performance' of the personnel from what is expected. If the personnel's performance should deteriorate or 'decline' any further, then it would become unacceptable. In a competence scheme based on continuous assessment, competence assessors should be able to identify aerodrome personnel whose operational competence is declining, but who are not yet below the required competence level. An Aerodrome Inspector who identifies such a problem should discuss his concerns with the personnel concerned in order to identify, if possible, the cause of the decline in performance and determine in conjunction with the personnel in question and the Operator's management any remedial action that could be taken. This remedial action may include remedial training or may require a reduction in the work scope of the personnel. If the remedial action proves ineffective and the personnel's performance continues to decline the Aerodrome Inspector should conduct a dedicated practical assessment to confirm his initial assessment. If this assessment concludes that the personnel is not competent, the personnel should be immediately informed of the result and the Aerodrome Operator advised.

The personnel will not, from that point on, be permitted to provide an un-supervised service and the Operator have the authority to withdraw personnel from operational duty in the interest of safety and without prejudice.

APPENDIX A

1. IACM Assessment Criteria for Aerodrome Post Holder: Accountable Manager (Airport Manager)

Performance Criteria

- ✓ Full control of the human resources required for the operations authorized to be conducted under the Aerodrome Certificate
- ✓ Full control of the technical resources required for the operations authorized to be conducted under the Aerodrome Certificate
- ✓ Full control of the financial resources required for the operations authorized to be conducted under the Aerodrome Certificate
- ✓ Final authority over operations authorized to be conducted under the Aerodrome Certificate
- ✓ Ultimate responsibility and accountability for the establishment, implementation and maintenance of the Safety Management System
- ✓ Authority and accountability for establishment, implementation, communication and promotion of the safety policy
- ✓ Authority and accountability for establishment of the organization's safety objectives and safety targets
- ✓ Final responsibility for the resolution of all safety issues
- ✓ Authority and accountability for establishment, implementation and maintenance of the organization's competence to learn from the analysis of data collected through its safety reporting system and others
- ✓ Safety Data Collection and Processes Systems (SDCPS) in place; and
- ✓ Authority and accountability for establishment of a just culture which encourages safety reporting.

Knowledge Criteria

- ✓ Knowledge and understanding of the documents that prescribe relevant aerodrome safety standards
- ✓ Understanding of the requirements for competence of aerodrome management personnel, so as to ensure that competent persons are in place
- ✓ Knowledge and understanding of safety, quality, and security management systems related principles and practices, and how these are applied within the organization
- ✓ Knowledge and understanding of the key issues of risk management within the aerodrome
- ✓ IACM regulatory framework
- ✓ IACM State Safety Programme and Aerodrome SMS
- ✓ IACM Aerodrome Certification Process
- ✓ IACM Regulatory Oversight Process
- ✓ IACM Enforcement Process

Supporting Documents

- ✓ Organisational Structure
- ✓ Other relevant documents if requested by Authority

2. IACM Assessment Criteria for Aerodrome Post Holder: Head of Safety Department.

Performance Criteria

- ✓ Responsible individual and focal point for the development and maintenance of an effective
- ✓ Safety Management System
- ✓ Ensure that processes needed for the SMS are established, implemented and maintained
- ✓ Reportable directly to the Accountable Manager on the performance of the SMS and on any need for improvement
- ✓ Ensure safety promotion throughout the organisation
- ✓ The role of the safety manager should be to:
 - facilitate hazard identification, risk analysis, and management;
 - monitor the implementation and functioning of the Safety Management System, including the necessary safety actions;
 - manage the safety reporting system of the aerodrome;
 - provide periodic reports on safety performance;
 - ensure maintenance of safety management documentation;
 - ensure that there is safety management training available, and that it meets acceptable standards;
 - provide advice on safety matters; and
 - initiate and participate in internal occurrence/accident investigations.

Knowledge Criteria

- ✓ Practical experience and expertise in aerodrome operations, maintenance or similar area
- ✓ Knowledge of the Aerodrome Manual
- ✓ Comprehensive knowledge of the applicable requirements in the area of aerodromes
- ✓ IACM Regulatory framework
- ✓ IACM State Safety Programme / Aerodrome SMS
- ✓ IACM Aerodrome Certification Process
- ✓ IACM Aerodrome Projects
- ✓ IACM Regulatory Oversight Process
- ✓ IACM Enforcement Process

Supporting Documents

- ✓ Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- ✓ Other relevant documents if requested by Authority

3. IACM Assessment Criteria for Aerodrome Post Holder: Head of Operations Department.

Performance Criteria

- ✓ Ensure that aerodrome certification requirements are met, and that the aerodrome operates in accordance with certificate conditions and regulatory requirements
- ✓ Accountable for day- to- day aerodrome operations
- ✓ Ensure an understanding of the Aerodrome management of the certification requirement for the status of the Aerodrome manual.
- ✓ Responsible for the management of the operational services of the aerodrome
- ✓ Analyse auditing findings and inspections to the Authority, and initiate actions
- ✓ Use feedback from auditing and inspections to recommend appropriate changes to airside safety management procedures and ensure implementation
- ✓ Monitor airside planning and development for compliance
- ✓ Develop proactive working relationships with aerodrome users

Knowledge Criteria

- ✓ Practical experience and expertise in aerodrome operations or maintenance (or similar area) respectively
- ✓ Comprehensive knowledge of the applicable requirements in the area of aerodromes
- ✓ Appropriate level of knowledge of safety and quality management
- ✓ Knowledge of the Aerodrome Manual
- ✓ IACM Regulatory Framework
- ✓ IACM State Safety Program / SMS
- ✓ IACM Aerodrome Certification Process
- ✓ IACM Aerodrome Projects
- ✓ IACM Regulatory Oversight Process
- ✓ IACM Enforcement Process

Supporting Documents

- ✓ Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- ✓ Other relevant documents if requested by Authority

4. IACM Assessment Criteria for Aerodrome Post Holder: Head of Maintenance Department.

Performance Criteria

- ✓ Ensure that aerodrome certificating requirements are met, and that the aerodrome facilities are accurately reported (Aerodrome Manual/AIP) and in accordance with the regulatory requirements
- ✓ Ensure aerodrome facilities are compatible with sizes, types and frequency of aircraft in accordance with organisation and legislative requirements
- ✓ Ensure that maintenance policies, procedures and training fulfil the aims of the aerodrome and meet regulatory requirements
- ✓ Ensure understanding of regulatory requirements specific to electrical systems
- ✓ Ensure understanding of regulatory requirements specific to aeronautical ground lighting and other visual aids such as markings
- ✓ Ensure understanding of regulatory requirements specific to aerodrome pavements
- ✓ Ensure understanding of role as related to aerodrome reporting systems to include hazard identification, defect identification and reporting of safety critical information to the aerodrome Air Traffic Service Unit
- ✓ Ensure basic understanding of aerodrome bird and wildlife hazard management programme
- ✓ Ensure understanding of requirement for corrective and preventive maintenance programme
- ✓ Ensure understanding of competency standards and evaluation programme for maintenance staff maintaining safety critical assets or working in safety critical areas (including both technical and operational (RT/Driving) competencies as necessary)
- ✓ Ensure understanding of aerodrome certification scope and process as applicable to both maintenance and facility development activities.

Knowledge Criteria

- ✓ Qualified in the role with appropriate education, experience and/or certification
- ✓ Practical experience and expertise in aerodrome maintenance
- ✓ Comprehensive knowledge of the applicable requirements in the areas of electrical systems, aeronautical ground lighting and pavements
- ✓ Knowledge of the Aerodrome Manual
- ✓ Knowledge of applicable ICAO guidance materials such as Aerodrome Design Manual
- ✓ IACM Regulatory framework

- ✓ IACM State Safety Programme / Aerodrome SMS
- ✓ IACM Regulatory Oversight Process and NCAA Enforcement Process
- ✓ IACM process for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome.

Supporting Documents

- ✓ Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- ✓ Other relevant documents if requested by Authority

5. IACM Assessment Criteria for Aerodrome Post Holder: Head of Rescue Firefighting Service Department

Performance Criteria

- ✓ Ensure that aerodrome certificating requirements are met, and that the aerodrome operates in accordance with the regulatory requirements in the provision of RFFS
- ✓ Ensure emergency fire and rescue facilities are compatible with sizes, types and frequency of aircraft in accordance with organisation and legislative requirements
- ✓ Ensure that rescue and firefighting, policies, procedures and training fulfil the aims of the aerodrome and meet regulatory requirements
- ✓ Ensure that procedures for auditing driver training programmes are to established standards
- ✓ Ensure the use of communication protocols and procedures is in accordance with regulations
- ✓ Assess the feasibility of continuing aerodrome operations in an emergency situation
- ✓ Ensure appliances and equipment meet all regulatory requirements
- ✓ Establish an effective Incident Command & Control System

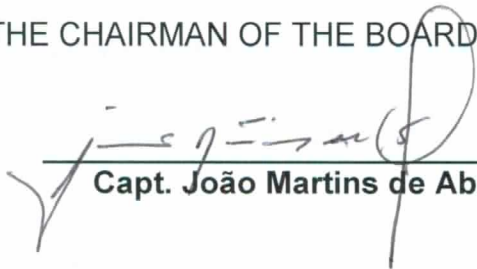
Knowledge Criteria

- ✓ Qualified in the role with appropriate education, experience and/or certification
- ✓ Practical experience and expertise in aerodrome RFFS
- ✓ Comprehensive knowledge of the applicable requirements in the areas of RFFS and aerodromes
- ✓ Knowledge of the Aerodrome Manual
- ✓ IACM Regulatory framework
- ✓ IACM State Safety Programme / Aerodrome SMS
- ✓ IACM Regulatory Oversight Process
- ✓ IACM Enforcement Process
- ✓ IACM Process for the reporting and follow- up of accidents, incidents and emergencies on the aerodrome.

Supporting Documents

- ✓ Curriculum Vitae, Job Description and proof of relevant Training and Qualifications
- ✓ Other relevant documents if requested by Authority

INSTITUTE OF CIVIL AVIATION OF MOZAMBIQUE
THE CHAIRMAN OF THE BOARD AND CEO



Capt. João Martins de Abreu