

CIVIL AVIATION REGULATIONS

SURINAME

PART 3 – AVIATION TRAINING ORGANISATIONS

VERSION 4.0

June 2006

AMENDMENTS

Location	Date	Amended by	Description

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3.1 GENERAL

3.1.1 General

3.1.1.1 APPLICABILITY

Part 3 prescribes the requirements governing the certification of Aviation Training Organizations.

3.1.1.2 DEFINITIONS

- (a) For the purpose of Part 3, the definitions in the Law, in Part 1 and 2 and the following definitions shall apply:
- (1) **Accountable manager.** The person acceptable to the CASAS who has corporate authority for ensuring that all training commitments can be financed and carried out to the standard required by the CASAS and any additional requirements defined by the ATO. The accountable manager may delegate in writing to another person within the organization, the day to day management but not the overall approval management responsibility.
 - (2) **Procedures manual.** A manual containing procedures, instructions and guidance for use by personnel of the Aviation Training Organization in the execution of their duties in meeting the requirements of the certificate.
 - (3) **Quality manager.** The manager, acceptable to the CASAS, responsible for the management of the Quality system, monitoring function and requesting corrective actions.
 - (4) **Training manual.** A manual containing the training goals, objectives, standards syllabi, and curriculum for each phase of the approved training course. ICAO DOC 7192, Part D-1.
 - (5) **Training specifications.** A document issued to an Aviation Training Organization certificate holder by SURINAME that specifies training program requirements and authorizes the conduct of training, checking, and testing with any limitations thereof.

3.1.1.3 ABBREVIATIONS

- (a) The following abbreviations are used in Part 3:
- (1) A - Aeroplane
 - (2) AMT - Aviation Maintenance Technician
 - (3) ATCO – Air Traffic Controller
 - (4) ATO – Aviation Training Organization
 - (5) ATPL – Airline Transport Pilot Licence
 - (6) CFI – Chief Flight Instructor
 - (7) CGI – Chief Ground Instructor
 - (8) CPL – Commercial Pilot Licence
 - (9) CRM – Crew Resource Management
 - (10) FE – Flight Engineer
 - (11) H - Helicopter
 - (12) IFR – Instrument Flight Rules
 - (13) ICAO – International Civil Aviation Organization
 - (14) MMEL – Master Minimum Equipment List
 - (15) PIC – Pilot-in-Command

- (16) PPL – Private Pilot Licence
- (17) RT – Radiotelephony
- (18) VFR – Visual Flight Rules

3.1.2 Certification and Location requirements

3.1.2.1 GENERAL

- (a) No person may operate an Aviation Training Organization (ATO) without, or in violation of, an ATO certificate and training specifications issued under this Part.
- (b) No person may conduct training, testing and/or checking in synthetic flight trainers without, or in violation of, the certificate and training specifications required under this Part.
- (c) The CASAS will issue to an Aviation Training Organization that meets the requirements of this Part an ATO certificate and training specifications for providing courses for flight crew licences and ratings and for courses for personnel other than flight crew members, as approved by the CASAS.

3.1.2.2 APPLICATION FOR ISSUANCE OR AMENDMENT OF AN ATO CERTIFICATE

- (a) An applicant for an ATO certificate and training specifications shall apply at least 120 calendar days before the beginning of any proposed training.
- (b) An applicant for an ATO certificate shall submit an application:
 - (1) (1) in a form and manner prescribed by the CASAS; and
 - (2) (2) containing any information the CASAS requires to submit including at least the information shown in IS 3.2.2 Appendix A.

Implementing Standard: See IS: 3.1.2.2 Appendix A for certificate information needed by the CASAS

- (c) The ATO shall establish procedures acceptable to the CASAS to ensure compliance with all relevant requirements of this Part. The procedures shall include a quality system which meets the procedures in IS: 3.1.2.2., Appendix B and C.
- (d) An applicant for a certificate shall ensure that the facilities and equipment described in its application are:
 - (1) available for inspection and evaluation prior to approval; and
 - (2) in place and operational at the location of the ATO prior to issuance of a certificate under this Part.
- (e) The CASAS will issue to an applicant who meets the requirements of this Part and is approved by the CASAS:
 - (1) an ATO certificate containing:
 - (i) the name, location of the ATO;
 - (ii) the date of issue and period of validity;
 - (iii) the authorized locations of operations; and
 - (iv) training courses for the following categories, as applicable: flight crew training, training for personnel other than flight crew and other training as approved by the CASAS;

Implementing Standard: See IS 3.1.2.2 Appendix D for the Aviation Training Organization Certificate

- (2) Training Specifications containing:
 - (i) authorization for the ATO;

- (ii) the type of training authorized, including approved courses;
- (iii) the rating, category, class and type of aircraft, or parts thereof, that may be used for training, testing and checking;
- (iv) for each synthetic flight trainer that may be used for training, testing and checking, the make, model and series of aircraft being simulated, the qualification level assigned and the identification number assigned by the CASAS;
- (v) any aircraft, or parts thereof, approved for training, as appropriate;
- (vi) authorized deviations or waivers from this Part;
- (vii) the staff required to perform under this Part; and
- (viii) any other items the CASAS may require or allow.

Implementing Standard: IS 3.1.2.2 – Appendix D – Aviation Training Organization Certificate

- (f) The CASAS may deny a certificate if the CASAS finds that the applicant does not comply with the approval requirements of this Part.
- (g) The CASAS may amend an ATO certificate and/or the training specifications:
 - (1) on the CASAS's own initiative, under the applicable SURINAMESE legislation; or
 - (2) upon timely application by the certificate holder.
- (h) An ATO located outside SURINAME may apply for a SURINAMESE ATO certificate, to provide training leading to a license issued by SURINAME, provided the requirements of this Part are met.

3.1.2.3 VALIDITY OF THE CERTIFICATE AND RENEWAL

Subject to satisfactory compliance with the requirements of this Part, the initial certificate will be valid for 1 year and the validity of a renewed certificate is 3 years.

3.1.2.4 INSPECTION

- (a) The CASAS may, at any time, inspect an ATO holder on the ATO holder's premises to determine the ATO's compliance with this Part.
- (b) Inspections will normally be conducted at least annually, unless the certificate holder continues to meet the requirements under which it was originally certificated. At the discretion of the CASAS the inspection is extended to 24 months.
- (c) After an inspection is made, the certificate holder will be notified, in writing, of any deficiencies found during the inspection.
- (d) Inspection will also be performed on the applicant for, or the holder of an ATO certificate held outside the authorizing State. This inspection may be delegated to the Authority of the State where the ATO is located, provided an arrangement exists.

Implementing Standards: IS 3.1.2.4 Annex A and B for detailed inspection requirements

3.1.2.5 RENEWAL OF THE CERTIFICATE

- (a) An ATO may apply for renewal of its certificate within 30 days preceding the month its ATO certificate expires, provided the ATO meets the requirements prescribed in this Part.
- (b) After the application the ATO will be inspected to ensure that it meets the requirements prescribed in this Part.

Implementing Standards: IS 3.1.2.5 for detailed renewal requirements

3.1.2.6 SUSPENSION OR REVOCATION

The CASAS may suspend or revoke an issued ATO certificate, if it is established that a certificate holder has not met, or no longer meets the requirements of Part 3

3.1.2.7 FACILITIES, EQUIPMENT AND MATERIAL

- (a) The facilities and working environment shall be appropriate for the task to be performed.
- (b) The ATO shall have the necessary technical data, equipment, training devices and material to conduct the courses for which it is approved.
- (c) A certificate holder may not make a substantial change in facilities, equipment or material that have been approved for a particular training program, unless that change is approved by the CASAS in advance.
- (d) Each certificate holder shall maintain the records required by this Part in facilities adequate for that purpose.

3.1.2.8 LOCATION

An applicant for, or holder of, a certificate issued under this Part shall establish and maintain a principal business office that is physically located at the address shown on its certificate.

3.1.2.9 SATELLITE ATOS

- (a) The holder of an ATO certificate may conduct training in accordance with a training program approved by the CASAS at a satellite ATO if:
 - (1) the facilities, equipment, personnel and course content of the satellite ATO meet the applicable requirements;
 - (2) the instructors at the satellite ATO are under the direct supervision of management personnel of the principal ATO; and
 - (3) the certificate holder's training specifications reflect the name and address of the satellite ATO and the approved courses offered at the satellite ATO.
- (b) The CASAS will issue training specifications which prescribe the operations required and authorized at each satellite ATO.

3.1.2.10 CHANGES REQUIRING NOTICE TO THE CASAS

- (a) Each ATO shall notify the CASAS within 30 days of any of the following changes:
 - (1) the Accountable Manager;
 - (2) the Quality Manager;
 - (3) the instructional staff; and
 - (4) the housing, training facilities and equipment, procedures, training programs and work scope that could affect the approval.
- (b) The CASAS may prescribe the conditions under which the ATO may operate during such changes unless the CASAS determines that the approval should be suspended.

3.2 TRAINING FOR FLIGHT CREW LICENCES AND RATINGS

3.2.1 **Flight crew training courses**

The CASAS may approve, as provided in the training specifications, the following courses of instruction to an applicant for, or a holder of an ATO certificate, provided the applicant meets the requirements of Part 2 and 3:

- (a) Private pilot licence course
- (b) Commercial pilot licence course
- (c) Instrument rating course
- (d) Commercial pilot licence/Instrument rating-multi-engine/CRM integrated course
- (e) Airline transport pilot licence course
- (f) Flight engineer licence course
- (g) Flight navigator licence course
- (h) Class rating course
- (i) Type rating course
- (j) Crew resource management course
- (k) Flight instructor course
- (l) Instructor course for additional type or class ratings
- (m) Instructor course for synthetic flight training
- (n) Refresher courses

Note: See ICAO Document 7192, Part B-5, Volume 1 and 2 for Integrated Commercial Pilot Course

Note: Course contents are not specified in detail in this Part 3 to allow courses to be tailored to specific training needs of students and to be updated promptly.

3.2.2 **Personnel**

- (a) The ATO shall satisfy the CASAS that there shall be on the staff:
 - (1) an Accountable Manager;
 - (2) a Quality Manager;
 - (3) a Head of Training;
 - (4) a Chief Flight Instructor, as applicable;
 - (5) a Chief Ground Instructor, as applicable; and
 - (6) an adequate number of ground and flight instructors relevant to the courses provided.
- (b) Each instructor to be used for flight training must hold an instructor rating or authorization in accordance with CARS part 2, relevant to the instruction given.
- (c) The ATO shall ensure that all instructional personnel receive initial and continuation training appropriate to their assigned tasks and responsibilities. The training program established by the training organization shall include training in knowledge and skills related to human performance.

Note: Guidance material to design training programs to develop knowledge and skills in human performance can be found in the ICAO Human Factors Training Manual (Doc 9583).

Implementing Standard: See IS 3.2.2 Appendix A – H for detailed requirements for staff of the ATO.

3.2.3 Record keeping

- (a) A certificate holder shall maintain and retain the following records for a period of one year after the completion of training:
 - (1) details of ground, flying and simulated flight training given to individual students;
 - (2) detailed and regular progress reports from instructors including assessments, and regular progress flight tests and ground examinations;
 - (3) personal trainee information, e.g. names, course, certificates held, expiry dates of medical certificates, ratings, etc.; and
 - (4) record of each instructor that indicates qualifications and compliance with this Part and Part 2.
- (b) The format of the student training records shall be specified in the Training Manual
- (c) The ATO shall submit training records and reports as required by the CASAS.

3.2.4 Training program and approval

- (a) The applicant for, or the holder of an ATO certificate shall apply to the CASAS for training program approval.
- (b) The applicant for, or the holder of an ATO certificate shall develop a training program for each type of course offered. This program shall include
 - (1) a breakdown of flying and theoretical knowledge instruction in either a week-by-week or phase presentation, a list of standard exercises and a curriculum summary. In particular, synthetic flight training and theoretical knowledge instruction shall be phased in such a manner as to ensure that students shall be able to apply to flying exercises the knowledge gained on the ground;
 - (2) minimum aircraft and flight training equipment requirements for each proposed program;
 - (3) minimum instructor qualifications for each proposed program; and
 - (4) a program for initial training and continuing training of each instructor employed to instruct in a proposed program.
- (c) The content and sequence of the training program shall be acceptable to the CASAS.

3.2.5 Training aircraft

- (a) An adequate fleet of training aircraft appropriate to the courses of training shall be provided for the training for flight crew licences and ratings. Each aircraft shall be fitted with duplicated primary flight controls for use by the instructor and the student. Swing-over flight controls shall not be acceptable.
 - (1) The fleet shall include, as appropriate to the courses of training, aeroplane(s) suitable for demonstrating stalling and spin avoidance.
 - (2) ATO fleet helicopter(s) shall include, as appropriate to the courses of training, helicopter(s) suitable for auto-rotation demonstration.
 - (3) ATO fleet aircraft shall be suitably equipped to simulate instrument meteorological conditions and suitably equipped for the instrument flight training and testing.

3.2.6 Synthetic flight trainers

- (a) An applicant for, or holder of an ATO certificate, providing synthetic flight training, shall satisfy the CASAS that suitably equipped synthetic flight trainers are provided having regard to the number of students and organization of courses.

- (b) An applicant for, or holder of, an ATO certificate shall show that each synthetic flight trainer used for training, testing and checking will be or is specifically qualified and approved by the CASAS for:
 - (1) each manoeuvre and procedure for the make, model and series of aircraft, set of aircraft, or aircraft type simulated, as applicable; and
 - (2) each training program or training course in which the synthetic flight trainer is used, if that program or course is used to satisfy any requirement of these regulations.

3.2.7 Aerodromes and Sites

Each applicant for, and holder of, an ATO certificate shall show that it has continuous use of each airport and sites (for helicopter training) at which training flights originate, and that the airport has an adequate runway and the necessary equipment.

Implementing Standard: See 3.2.7 for specific runway and equipment requirements and requirements for sites.

3.2.8 Training facilities

- (a) An applicant for, and holder of an ATO certificate shall have facilities, as determined by the CASAS, appropriate for the maximum number of students expected to be taught at any time, as follows:
 - (1) Flight operations facilities:
 - (i) an operations room;
 - (ii) a flight planning room
 - (iii) adequate briefing rooms
 - (iv) offices for the instructors
 - (2) Knowledge instruction facilities
 - (i) classroom accommodation,
 - (ii) suitable demonstration equipment;
 - (iii) a RT training and testing facility
 - (iv) a library
 - (v) offices for instructors
- (b) A certificate holder may not make a substantial change in facilities, equipment or material that have been approved for a particular training program, unless that change is approved by the CASAS in advance.

3.2.9 Training Manual and Procedures Manual

- (a) Each applicant for, or holder of an ATO certificate shall prepare and maintain a Training Manual and a Procedures Manual containing information and instructions to enable staff to perform their duties and to give guidance to students on how to comply with course requirements, as listed in IS 3.2.9 Appendix A: Training Manual and IS 3.2.9 Appendix B: Procedures Manual.
- (b) The Training Manual and Procedures Manual may be combined.
- (c) The ATO shall ensure that the Training Manual and the Procedures Manual is amended as necessary to keep the information contained therein up to date.
- (d) Copies of all amendments to the Training Manual and the Procedures Manual shall be furnished promptly to all organizations or persons to whom the manual has been issued.

Implementing Standards: See IS 3.2.9 Appendix A and B for detailed requirements for the Training Manual and the Procedures Manual and format for each manual.

3.3 TRAINING FOR LICENCES AND RATINGS FOR AIRCRAFT MAINTENANCE TECHNICIANS, AIR TRAFFIC CONTROLLERS, FLIGHT OPERATION OFFICERS AND AERONAUTICAL STATION OPERATORS

3.3.1 *Applicability*

Certification under this Subpart is not required for training that is approved under the provisions of Part 9.

3.3.2 *Training course for licences and ratings for Aircraft Maintenance Technicians, Air Traffic controllers, Flight Operation Officers and Aeronautical Station Operators.*

The CASAS may approve the following courses of instruction to an applicant for, or a holder of an ATO certificate, provided the applicant meets the requirements of Part 2 and 3:

- (a) Aircraft maintenance technician licence course
- (b) Airframe rating, powerplant rating, avionics rating course
- (c) Air traffic controller licence course
- (d) Courses for ratings for Air traffic controller licences
- (e) Flight operations officer course
- (f) Aeronautical station operator course

Note: Course contents are not specified in detail because it allows courses to be tailored to specific training needs of students and to be updated in a quicker way.

3.3.3 *Personnel*

- (a) The ATO shall satisfy the CASAS that an adequate number of qualified, competent staff are employed as follows:
 - (1) An Accountable Manager;
 - (2) A Quality Control Manager;
 - (3) A Head of Training; and
 - (4) An adequate number of instructors relevant to the courses provided, qualified in accordance with the requirements of Part 2.
- (b) The ATO shall ensure that all instructional personnel receive initial and continuation training appropriate to their assigned tasks and responsibilities. The training program established by the training organization shall include training in knowledge and skills related to human performance.

Note: Guidance material to design training programs to develop knowledge and skills in human performance can be found in the ICAO Human Factors Training Manual (Doc 9583).

3.3.4 **Record keeping**

- (a) A certificate holder shall maintain and retain the following records for a period of one year after the completion of training:
 - (1) details of training given to individual students;
 - (2) detailed and regular progress reports from instructors including assessments, and regular progress tests and examinations;
 - (3) personal trainee information, e.g. names, course, certificates held, expiry dates of medical certificates, if applicable, ratings, etc.; and
 - (4) record of each instructor that indicates qualifications and compliance with this Part and Part 2.
- (b) The ATO shall submit training records and reports as required by the CASAS.

3.3.5 **Training program and approval**

- (a) Each applicant for, or holder of an ATO certificate shall apply to the CASAS for training program approval.
- (b) Each applicant shall ensure that each training program submitted to the CASAS for approval meets the applicable requirements.
- (c) Each applicant for training program approval shall indicate in the application:
 - (1) which courses are part of the program; and
 - (2) which requirements of Part 2 will be satisfied by the training program.
- (d) After a certificate holder begins operations under an approved training program, the CASAS may require the certificate holder to make revisions to the training program, if the CASAS finds that the certificate holder is not meeting the provisions of its approved training program.

3.3.6 **Training facilities, equipment and material for AMT courses**

- (a) An applicant for, and holder of, an ATO certificate shall have facilities, as determined by the CASAS, appropriate for the maximum number of students expected to be taught at any time, as follows:
 - (1) An enclosed classroom.
 - (2) Suitable facilities arranged to assure proper separation from the working space, for parts, tools, materials and similar articles.
 - (3) Suitable area for application of finishing materials, including paint spraying.
 - (4) Suitable areas equipped with washtank and degreasing equipment with air pressure or other adequate cleaning equipment.
 - (5) Suitable facilities for running engines.
 - (6) Suitable area with adequate equipment, including benches, tables, and test equipment, to disassemble, service and inspect:
 - (i) Ignition systems, electrical equipment and appliances;
 - (ii) Carburetors and fuel systems; and
 - (iii) Hydraulic and vacuum systems for aircraft, aircraft engines, and their appliances.
 - (7) Suitable space with adequate equipment, including tables, benches, stands and jacks for disassembling, inspecting and rigging aircraft.
 - (8) Suitable space with adequate equipment for disassembling, inspecting, assembling, troubleshooting and timing engines.
- (b) An applicant for, or holder of an ATO certificate with approved AMT courses shall have and maintain the following instructional equipment as is appropriate to the rating sought:

- (1) various kinds of airframe structures, airframe systems and components, powerplants and powerplant system and components (including propellers) of a quantity and type suitable to complete the practical projects required by its approved training program;
- (2) at least one aircraft of a type acceptable to the CASAS;
- (c) An applicant for, or holder of an ATO certificate with an AMT rating shall have airframes, powerplants, propellers, appliances and components thereof, to be used for instruction and from which students will gain practical working experience and shall insure that the airframes, powerplants, propellers, appliances and components thereof be sufficiently diversified as to show the different methods of construction, assembly, inspection and operation when installed in an aircraft for use.
- (d) An applicant for an ATO certificate with an AMT rating, or an applicant seeking an additional AMT rating, shall have at least the facilities, equipment and materials appropriate to the rating sought.
- (e) An applicant for, or holder of, an ATO certificate with an AMT rating shall maintain, on the premises and under the full control of the ATO, an adequate supply of material, special tools and shop equipment used in constructing and maintaining aircraft as is appropriate to the approved training program of the ATO, in order to assure that each student will be properly instructed.
- (f) A certificate holder may not make a substantial change in facilities, equipment or material that have been approved for a particular training program, unless that change is approved by the CASAS in advance.

3.3.7 Training facilities, equipment and material for Air Traffic controller, Flight Operations Officer and Aeronautical Station Operator courses

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3.3.8 Training Manual and Procedures Manual

- (a) Each applicant for, or holder of an ATO certificate shall prepare and maintain a Training Manual and a Procedures Manual containing information and instructions to enable staff to perform their duties and to give guidance to students on how to comply with course requirements.
- (b) The Training Manual and Procedures Manual may be combined.
- (c) The ATO shall ensure that the Training Manual and the Procedures Manual is amended as necessary to keep the information contained therein up to date.
- (d) Copies of all amendments to the Training Manual and the Procedures Manual shall be furnished promptly to all organizations or persons to whom the manual has been issued.

CIVIL AVIATION REGULATIONS

SURINAME

PART 3 – IMPLEMENTING STANDARDS

VERSION 4.0

June 2006

IS 3.1.2.2 APPENDIX A – APPLICATION FOR ISSUANCE OR AMENDMENT OF AN ATO CERTIFICATE

Each applicant for an ATO certificate and training specification shall provide the CASAS with the following information:

- (a) a statement showing that the minimum qualification requirements for each management position are met;
- (b) a description of the minimum qualifications and ratings for each instructor;
- (c) a statement acknowledging that the applicant may notify the CASAS within 10 working days of any change made in the assignment of persons in the required management or instructors positions;
- (d) the proposed training specifications requested by the applicant;
- (e) a description of the training equipment that the applicant proposes to use e.g. the aircraft, the synthetic flight trainers including any special equipment used for each phase of training;
- (f) a listing of the airports or sites at which training flights originate and a description of the applicant's training facilities, equipment and qualifications of personnel to be use; and
- (g) a training program, including manuals, curricula, outlines, courseware, procedures and documentation to support the items required in 3.2.3, 3.2.4, 3.3.4 and 3.3.5.

IS 3.1.2.2 APPENDIX B - QUALITY SYSTEM

- (a) (a) In a quality system of an ATO for training for licences and ratings the following five elements should be clear identifiable:
 - (1) determination of the organization's training policy and training and flight safety standards;
 - (2) determination and establishment of assignment of responsibility, resources, organization and operational processes, which will make allowance for policy and training and flight safety standards;
 - (3) follow up system to ensure that policy, training and flight safety standards are complied with;
 - (4) registration and documentation of deviations from policy, training and flight safety standards together with necessary analysis, evaluations and correction of such deviations; and
 - (5) evaluation of experiences and trends concerning policy, training and flight safety standards.

IS 3.1.2.2 APPENDIX C - GUIDANCE MATERIAL FOR A QUALITY SYSTEM

- (a) Introduction
 - (1) A basis for quality should be established by every ATO and problem-solving techniques to run processes should be applied. Knowledge in how to measure, establish and ultimately achieve quality in training and education is considered to be essential.
 - (2) The purpose of this Guidance material is to provide information and guidance to the ATO on how to establish a Quality System that enables compliance with 3.1.2.2 (c).
 - (3) In order to show compliance with 3.1.2.2 (c) an ATO should establish its Quality System in accordance with the instructions and information contained in the succeeding paragraphs.
- (b) The Quality system of the ATO
 - (1) Terminology
 - (i) Quality. The totality of features and characteristics of a product or service that bear on its ability to satisfy stated or implied needs.
 - (ii) Quality Assurance. All those planned and systematic actions necessary to provide adequate confidence that all training activities satisfy given requirements, including the ones specified by the ATO in relevant manuals.
 - (iii) Quality Manual. The document containing the relevant information pertaining to the ATO's quality system and quality assurance program.

- (iv) Quality audit. A systematic and independent examination to determine whether quality activities and related results comply with planned arrangements and whether these arrangements are implemented effectively and are suitable to achieve objectives.
- (2) Quality Policy and Strategy
 - (i) It is of vital importance that the ATO describes how the organization formulates, deploys, reviews its policy and strategy and turns it into plans and actions. A formal written Quality Policy Statement should be established that is a commitment by the Head of Training, as to what the Quality System is intended to achieve. The Quality Policy should reflect the achievement and continued compliance with relevant parts of Part 2 and 3 together with any additional standards specified by the ATO.
 - (ii) The Accountable Manager will have overall responsibility for the Quality System including the frequency, format and structure of the internal management evaluation activities.
- (3) Purpose of a Quality System

The implementation and employment of a Quality System will enable the ATO to monitor compliance with relevant parts of Part 2 and 3, the Procedures Manual and the Training Manual, and any other standards as established by the ATO, or the CASAS, to ensure safe and efficient training.
- (4) Quality Manager
 - (i) The primary role of the Quality Manager is to verify, by monitoring activities in the field of training, that the standards required by the CASAS, and any additional requirements as established by the ATO are being carried out properly under the supervision of the Head of Training, Chief Flight Instructor and Chief Ground Instructor.
 - (ii) The Quality Manager should be responsible for ensuring that the Quality Assurance Program is properly implemented, maintained and continuously reviewed and improved. The Quality Manager should:
 - have direct access to the Head of Training;
 - have access to all parts of the ATO's organization.
 - (iii) In the case of small or very small ATO's, the posts of the Head of Training and the Quality manager may be combined. However, in this event, quality audits should be conducted by independent personnel.
- (5) Quality System
 - (i) The Quality System of the ATO should ensure compliance with and adequacy of training activities conducted.
 - (ii) The ATO should specify the basic structure of the Quality System applicable to all training activities conducted.
 - (iii) The Quality System should be structured according to the size of the ATO and the complexity of the training to be monitored.
- (6) Scope

A quality System should address the following:

 - (i) Leadership
 - (ii) Policy and Strategy
 - (iii) Processes
 - (iv) The provisions of Part 2 and 3
 - (v) Additional standards and training procedures as stated by the ATO
 - (vi) The organizational structure of the ATO
 - (vii) Responsibility for the development, establishment and management of the Quality System
 - (viii) (viii) Documentation, including manuals, reports and records
 - (ix) Quality Assurance Program
 - (x) The required financial, material and human resources

- (xi) Training requirements
 - (xii) Customer satisfaction
- (7) Feedback System
- The quality system should include a feedback system to ensure that corrective actions are both identified and promptly addressed. The feedback system should also specify who is required to rectify discrepancies and non-compliance in each particular case, and the procedure to be followed if corrective action is not completed within an appropriate timescale.
- (8) Documentation
- Relevant documentation includes the relevant part(s) of the Training and Procedures Manual, which may be included in a separate Quality Manual.
- (i) In addition relevant document should also include the following:
 - (A) Quality Policy
 - (B) Terminology
 - (C) Specified training standards
 - (D) A description of the organization
 - (E) The allocation of duties and responsibilities
 - (F) Training procedures to ensure regulatory compliance
 - (ii) The Quality Assurance Program, reflecting:
 - (A) Schedule of the monitoring process
 - (B) Audit procedures
 - (C) Reporting procedures
 - (D) Follow-up and corrective action procedures
 - (E) Recording System
 - (F) The training syllabus
 - (G) Document control
- (9) Quality Assurance Program
- The Quality Assurance Program should include all planned and systematic actions necessary to provide confidence that all training are conducted in accordance with all applicable requirements, standards and procedures.
- (10) Quality Inspection
- (i) The primary purpose of a quality inspection is to observe a particular event/action/document etc., in order to verify whether established training procedures and requirements are followed during the accomplishment of that event and whether the required standard is achieved.
 - (ii) Typical subject areas for quality inspections are:
 - (A) Actual flight and ground training
 - (B) Maintenance
 - (C) Technical Standards
 - (D) Training Standards
- (11) Audit
- (i) An audit is a systematic, and independent comparison of the way in which a training is being conducted against the way in which the published training procedures say it should be conducted.
 - (ii) Audits should include at least the following quality procedures and processes:
 - (A) An explanation of the scope of the audit

- (B) Planning and preparation
- (C) Gathering and recording evidence
- (D) Analysis of the evidence
- (iii) The various techniques that make up an effective audit are:
 - (A) Interviews or discussions with personnel
 - (B) A review of published documents
 - (C) The examination of an adequate sample of records
 - (D) The witnessing of the activities which make up the training
 - (E) The preservation of documents and the recording of observations
- (12) Auditors
 - (i) The ATO should decide, depending on the complexity of the training, whether to make use of a dedicated audit team or a single auditor. In any event, the auditor or audit team should have relevant training and/or operational experience.
 - (ii) The responsibilities of the auditors should be clearly defined in the relevant documentation.
- (13) Auditor's Independence
 - (i) Auditors should not have any day-to-day involvement in the area of the operation or maintenance activity which is to be audited. An ATO may, in addition to using the services of full-time dedicated personnel belonging to a separate quality department, undertake the monitoring of specific areas or activities by the use of part-time auditors.
 - (ii) An ATO whose structure and size does not justify the establishment of full-time auditors, may undertake the audit function by the use of part-time personnel from within its own organization or from an external source under the terms of an agreement acceptable to the CASAS.
 - (iii) In all cases the ATO should develop suitable procedures to ensure that persons directly responsible for the activities to be audited are not selected as part of the auditing team. Where external auditors are used, it is essential that any external specialist is familiar with the type of training conducted by the ATO.
 - (iv) The Quality Assurance Program of the ATO should identify the persons within the company who have the experience, responsibility and authority to:
 - (A) Perform quality inspections and audits as part of ongoing Quality Assurance
 - (B) Identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings
 - (C) Initiate or recommend solutions to concerns or findings through designated reporting channels
 - (D) Verify the implementation of solutions within specific timescales
 - (E) Report directly to the Quality Manager
- (14) Audit Scope

ATOs are required to monitor compliance with the Training and Procedures Manuals they have designed to ensure safe and efficient training. In doing so they should as a minimum, and where appropriate, monitor:

 - (i) Organization
 - (ii) Plans and objectives
 - (iii) Training Procedures
 - (iv) Flight Safety
 - (v) Manuals, Logs and Records

- (vi) Flight and Duty Time limitations
 - (vii) Rest requirements and scheduling
 - (viii) Aircraft Maintenance/Operations interface
 - (ix) Maintenance programs and continued airworthiness
 - (x) Maintenance accomplishment
- (15) Audit Scheduling
- (i) A Quality Assurance Program should include a defined audit schedule and a periodic review cycle. The schedule should be flexible, and allow unscheduled audits when trends are identified. Follow-up audits should be scheduled when necessary to verify that corrective action was carried out and that it was effective.
 - (ii) An ATO should establish a schedule of audits to be completed during a specific calendar period. All aspects of the training should be reviewed within a period of 12 months in accordance with the program unless an extension to the audit period is accepted as explained below.
 - (iii) An ATO may increase the frequency of their audits at their discretion but should not decrease the frequency without the acceptance of the CASAS. It is considered unlikely that a period of greater than 24 months would be acceptable for any audit topic.
 - (iv) When an ATO defines the audit schedule, significant changes to the management, organization, training, or technologies should be considered, as well as changes to the regulatory requirements.
- (16) Monitoring and corrective action
- (i) The aim of monitoring within the Quality System is primarily to investigate and judge its effectiveness and thereby to ensure that defined policy, training standards are continuously complied with. Monitoring activity is based upon quality inspections, audits, corrective action and follow-up. The ATO should establish and publish a quality procedure to monitor regulatory compliance on a continuing basis. This monitoring activity should be aimed at eliminating the causes of unsatisfactory performance.
 - (ii) Any non-compliance identified should be communicated to the manager responsible for taking corrective action or, if appropriate, the Accountable Manager. Such non-compliance should be recorded, for the purpose of further investigation, in order to determine the cause and to enable the recommendation of appropriate corrective action.
 - (iii) The Quality Assurance Program should include procedures to ensure that corrective actions are developed in response to findings. These quality procedures should monitor such actions to verify their effectiveness and that they have been completed. Organizational responsibility and accountability for the implementation of corrective action resides with the department cited in the report identifying the finding. The Accountable Manager will have the ultimate responsibility for ensuring, through the Quality Manager(s), that corrective action has re-established compliance with the standard required by the CASAS and any additional requirements established by the ATO.
- (17) Corrective action
- (i) Subsequent to the quality inspection/audit, the ATO should establish:
 - (A) The seriousness of any findings and any need for immediate corrective action
 - (B) The origin of the finding
 - (C) What corrective actions are required to ensure that the non-compliance does not recur
 - (D) A schedule for corrective action
 - (E) The identification of individuals or departments responsible for implementing corrective action
 - (F) Allocation of resources by the Accountable Manager, where appropriate

- (ii) The Quality Manager should:
 - (A) Verify that corrective action is taken by the manager responsible in response to any finding of non-compliance
 - (B) Verify that corrective action includes the elements outlined in paragraph (16) above
 - (C) Monitor the implementation and completion of corrective action
 - (D) Provide management with an independent assessment of corrective action, implementation and completion
 - (E) Evaluate the effectiveness of corrective action through the follow-up process
- (18) Management Evaluation
 - (i) A management evaluation is a comprehensive, systematic documented review by the management of the quality system, training policies, and procedures, and should consider: The results of quality inspections, audits and any other indicators; as well as the overall effectiveness of the management organization in achieving stated objectives. A management evaluation should identify and correct trends, and prevent, where possible, future non-conformities. Conclusions and recommendations made as a result of an evaluation should be submitted in writing to the responsible manager for action. The responsible manager should be an individual who has the authority to resolve issues and take action. The Accountable Manager should decide upon the frequency, format, and structure of internal management evaluation activities.
- (19) Recording
 - (i) Accurate, complete and readily accessible records documenting the result of the Quality Assurance Program should be maintained by the ATO. Records are essential data to enable an ATO to analyse and determine the root causes of non-conformity, so that areas of non-compliance can be identified and subsequently addressed.
 - (ii) The following records should be retained for a period of 5 years:
 - (A) Audit schedules
 - (B) Quality inspection and audit reports
 - (C) Responses to findings
 - (D) Corrective action reports
 - (E) Follow-up and closure reports
 - (F) Management evaluation reports
- (20) Quality Assurance Responsibility for Satellite ATOs
 - (i) An ATO may decide to sub-contract out in accordance with 3.1.2.10, certain activities to external organizations subject to the approval of the CASAS.
 - (ii) The ultimate responsibility for the training provided by the satellite ATO always remains with the ATO. A written agreement should exist between the ATO and the satellite ATO clearly defining the safety related services and quality to be provided. The satellite ATO's safety related activities relevant to the agreement should be included in the ATO's Quality Assurance Program.
 - (iii) The ATO should ensure that the satellite ATO has the necessary authorisation/approval when required, and commands the resources and competence to undertake the task. If the ATO requires the satellite ATO to conduct activity which exceeds the satellite ATO's authorisation/approval, the ATO is responsible for ensuring that the satellite ATO's quality assurance takes account of such additional requirements.
- (21) Quality System Training
 - (i) Correct and thorough training is essential to optimise quality in every organization. In order to achieve significant outcomes of such training the ATO should ensure that all staff understand the objectives as laid down in the Quality Manual.

- (ii) Those responsible for managing the Quality System should receive training covering:
 - (A) An introduction to the concept of Quality System
 - (B) Quality management
 - (C) Concept of Quality Assurance
 - (D) Quality manuals
 - (E) Audit techniques
 - (F) Reporting and recording
 - (G) The way in which the Quality System will function in the ATO
- (iii) Time should be provided to train every individual involved in quality management and for briefing the remainder of the employees. The allocation of time and resources should be governed by the size and complexity of the operation concerned.

(22) Sources of Training

Quality management courses are available from the various National or International Standards Institutions, and an ATO should consider whether to offer such courses to those likely to be involved in the management of Quality Systems. Organizations with sufficient appropriately qualified staff should consider whether to carry out in-house training.

(23) Quality Systems for small/very small Organizations

- (i) The requirement to establish and document a Quality System, and to employ a Quality Manager applies to all ATOs.
- (ii) Complex quality systems could be inappropriate for small or very small ATOs and the clerical effort required to draw up manuals and quality procedures for a complex system may stretch their resources. It is therefore accepted that such ATOs should tailor their quality systems to suit the size and complexity of their training and allocate resources accordingly.
- (iii) For small and very small ATOs it may be appropriate to develop a Quality Assurance Program that employs a checklist. The checklist should have a supporting schedule that requires completion of all checklist items within a specified timescale, together with a statement acknowledging completion of a periodic review by top management. An occasional independent overview of the checklist content and achievement of the Quality Assurance should be undertaken.
- (iv) The small ATO may decide to use internal or external auditors or a combination of the two. In these circumstances it would be acceptable for external specialists and or qualified organizations to perform the quality audits on behalf of the Quality Manger.
- (v) If the independent quality audit function is being conducted by external auditors, the audit schedule should be shown in the relevant documentation.
- (vi) Whatever arrangements are made, the main ATO retains the ultimate responsibility for the quality system and especially the completion and follow-up of corrective actions.

IS 3.1.2.2 APPENDIX D – AVIATION TRAINING ORGANIZATION CERTIFICATE

SURINAME

AVIATION TRAINING ORGANIZATION CERTIFICATE

This certificate is issued to:

Whose business address is:

Number:

Upon finding that its organization complies in all respects with CARS Part 3 relating to the establishment of an Aviation Training Organization and is empowered to operate an approved (enter words of Aviation Training Organization) for the following courses:

This certificate, unless suspended or revoked, shall continue in effect until (enter date 12 months after first issue, 36 months after second and further issues).

Date of issue: _____ Signature: _____

IS 3.1.2.4 APPENDIX A: INSPECTION

- (a) The inspection shall focus on:
- (1) staff: adequacy of number and qualifications;
 - (2) instructors: validity of licences and ratings; logbooks;
 - (3) training aircraft: registration; associated documents; maintenance records;
 - (4) synthetic flight trainers: qualification and approval;
 - (5) facilities: adequacy to the courses being conducted and the number of students;
 - (6) documentation: documents related to the courses; updating system; training and operations manuals;
 - (7) training records and checking forms;
 - (8) flight instruction including pre-flight briefing, actual flight debriefing for ATOs for flight crew training;
 - (9) instruction program for personnel other than flight crew;
 - (10) quality system.

IS 3.1.2.4 APPENDIX B: INSPECTION REPORT

Report for the inspection of an ATO for training for flight crew licences.

**INSPECTION REPORT
AVIATION TRAINING ORGANIZATION**

Date of inspection		ATO Reference No.	
ATO / Satellite ATO		Inspection Leader	
Location		Additional Inspectors	

Approved Courses Inspected
(tick those relevant)

PPL course		Class rating course	
CPL course		Type rating course	
IR course		CRM course	
CPL/IR integrated course		Flight instructor course	
ATPL course		Instructor course for additional Type or class rating	
Flight engineer course		Instructor course for synthetic flight training	
Flight navigator course		Refresher courses	

Itemised Inspector's report**Personnel**

The personnel arrangements have been checked in accordance with the requirements laid down in 3.2.2.	Satisfactory	Unsatisfactory
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Record keeping

The records have been checked in accordance with the requirements of 3.2.3.	Satisfactory	Unsatisfactory
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Training program and approval

The training program has been checked in accordance with the requirements of 3.2.4.	Satisfactory	Unsatisfactory
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Course material

The course material and aids have been checked in accordance with the requirements laid down in 3.2.9 and IS 3.2.9.	Satisfactory	Unsatisfactory
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Instructional standards

The following lectures were sampled in accordance with the requirements of 3.2.9 and IS 3.2.9.	Satisfactory	Unsatisfactory
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Sampling cross reference of records

Course	Date	A/C Type SFT	A/C Registration	ATO	Student	Instructor	Satisf.	Unsatisfactory

Approved course aircraft

TYPE	NUMBER	TYPE	NUMBER

Aircraft sampled (check to include documentation)

A/C Reg: Have been checked in accordance with the inspection check list and the requirements of 3.2.5.	Satisfactory	Unsatisfactory
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Synthetic flight trainers

The synthetic flight trainers have been checked in accordance with the requirements of 3.2.6.	Satisfactory	Unsatisfactory
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Aerodromes and Sites

The aerodromes and sites have been checked in accordance with the requirements of 3.2.7.	Satisfactory	Unsatisfactory
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Training facilities

The training facilities have been checked in accordance with the requirements of 3.1.2.8 and 3.2.8.	Satisfactory	Unsatisfactory
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Training Manual

The Training Manual has been checked in accordance with the requirements in 3.2.9 and IS 3.2.9.	Satisfactory	Unsatisfactory
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Procedures Manual

The Procedures Manual has been checked in accordance with the requirements in 3.2.9 and IS 3.2.9.	Satisfactory	Unsatisfactory
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Quality system

The Quality system has been checked in accordance with the requirements in 3.1.2.2 and IS 3.1.2.2.	Satisfactory	Unsatisfactory
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Satellite ATOs

The satellite ATO, if applicable, has been checked in accordance with the requirements in 3.1.2.10.	Satisfactory	Unsatisfactory
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Note 1: Where it has not been possible to carry out a check item, this shall be stated with reasons.

Note 2: Any item(s) marked unsatisfactory shall have an explanation attached to this report.

IS 3.1.2.5 RENEWAL

The holder of an ATO approval must apply for a renewal in sufficient time before the expiry date of the approval certificate in order to continue training without interruption because of the expiry date of the approval certificate. Renewal of approval is based on criteria and a report in IS 3.1.2.4.

IS 3.2.2 Appendix A: Head of Training

The Head of Training shall have overall responsibility for ensuring satisfactory integration of flying training, synthetic flight training and theoretical knowledge instruction and for supervising the progress of individual students. The Head of Training shall have had extensive experience in training as a flight instructor for professional pilot licences and possess a sound managerial capability.

IS 3.2.2 Appendix B: Chief Flight Instructor (CFI)

- (b) The CFI shall be responsible for the supervision of flight and synthetic flight instructors and for the standardisation of all flight instruction and synthetic flight instruction.
- (c) The CFI shall:
 - (1) hold the highest professional pilot licence related to the flying training courses conducted;
 - (2) hold the rating(s) related to the flying training courses conducted;
 - (3) hold a flight instructor rating for at least one of the types of aircraft used on the course; and
 - (4) have completed 1,000 hours pilot-in-command flight time of which a minimum of 500 hours shall be on flying instructional duties related to the flying courses conducted, of which 200 hours may be instrument ground time.

IS 3.2.2 Appendix C: Instructors for training for licences and ratings

Flight instructors, shall hold:

- (a) A professional pilot licence and rating(s) in accordance with Part 2 related to the flying training courses they are appointed to conduct; and
- (b) an instructor rating or authorization in accordance with Part 2, relevant to the part of the course being conducted e.g. flight instructor, flight instrument rating instructor, instructor for additional class or type rating(s), instructor for synthetic flight training, as appropriate.

IS 3.2.2 Appendix D: Instructors for additional class or type ratings

Instructors for additional class or type ratings training shall hold:

- (a) the licence and the rating(s) in accordance with Part 2 related to the class or type rating training courses they are appointed to conduct; and
- (b) an instructor rating in accordance with Part 2, relevant to the part of the course being conducted.

IS 3.2.2 Appendix E: Instructors for synthetic flight training

Instructors for synthetic flight training shall hold the authorization in accordance with Part 2 related to the synthetic flight training courses they are appointed to conduct.

IS 3.2.2 Appendix F: Instructors for flight engineer licences and/or ratings

Instructors for flight engineer licences and rating training shall hold:

- (a) the licence and the rating(s) in accordance with Part 2 related to the flight engineer licence and/or rating training courses they are appointed to conduct; and
- (b) an instructor rating in accordance with Part 2, relevant to the part of the course being conducted.

IS 3.2.2 Appendix G: Chief ground instructor (CGI)

- (a) The CGI shall be responsible for the supervision of all ground instructors and for the standardisation of all theoretical knowledge instruction.
- (b) The CGI shall have a practical background in aviation and have undergone a course of training in instructional techniques or have had extensive previous experience in giving theoretical knowledge instruction.

IS 3.2.2 Appendix H: Ground instructors

Ground instructors in licence and ratings knowledge subjects shall have appropriate experience in aviation and shall, before appointment, give proof of their competency by giving a test lecture based on material they have developed for the subjects they are to teach.

IS 3.2.4 Flight crew training courses

- (a) Each applicant for, and holder of, an approved flight crew training course shall include training on the knowledge and flight training subjects that are based on the requirements of Part 2 and are:
 - (1) needed to safely exercise the privileges of the licence, rating or authorization for which the course is established; and
 - (2) conducted to develop competency, proficiency, resourcefulness, self-confidence and self-reliance in each student.
- (b) Each applicant for, and holder of, an approved flight crew training course shall include:
 - (1) the knowledge and flight training that is appropriate to the aircraft rating and flight crew licence level for which the course applies; and
 - (2) an adequate number of total knowledge and flight training hours appropriate to the aircraft rating and flight crew licence level for which the course applies.
- (c) Each person, to graduate from an approved pilot training course shall satisfactorily accomplish the progress checks and skill tests, consisting of the areas of operation that are appropriate to the operating privileges or authorization that graduation from the course will permit.

IS 3.2.7 Aerodromes and Sites

- (a) The base aerodrome, and any alternative base aerodrome, at which flying training is being conducted shall have at least the following facilities:
 - (1) at least one runway or take-off area that allows training aircraft to make a normal take-off or landing at the maximum take-off or maximum landing mass authorized, and touch down autorotation as appropriate:
 - (i) under calm wind (not more than four knots) conditions and temperatures equal to the mean high temperature for the hottest month of the year in the operating area;
 - (ii) clearing all obstacles in the take-off flight path by at least 50 feet;
 - (iii) with the powerplant operation and the landing gear (if applicable) recommended by the manufacturer; and

- (iv) with a smooth transition from lift-off to the best rate of climb speed without exceptional piloting skills or techniques;
 - (2) have a wind direction indicator that is visible at ground level from the ends of each runway;
 - (3) have adequate runway electrical lighting if used for night training; and
 - (4) have a traffic direction indicator when:
 - (i) the airport does not have an operating control tower; and
 - (ii) traffic and wind advisories are not available.
 - (b) Sites shall be available for:
 - (1) confined area operation training;
 - (2) simulated engine off autorotation;
 - (3) sloping ground operation.
-

IS 3.2.9 Appendix A: Training Manual

The Training Manual for use at an ATO conducting approved training courses should include the following:

- (a) Chapter 1: The Training Plan:
 - (1) The aim of the course: A statement of what the student is expected to do as a result of the training, the level of performance, and the training constraints to be observed.
 - (2) Pre-entry requirements: Minimum age, educational requirements (including language), medical requirements.
 - (3) Credits for previous experience: To be obtained from the CASAS before training begins.
 - (4) Training Curricula: The flying curriculum (single-engine), the flying curriculum (multi-engine), the synthetic flight training curriculum and the theoretical knowledge training curriculum.
 - (5) The time scale and scale in weeks, for each curriculum: Arrangements of the course and the integration of curricula time.
 - (6) Training program: The general arrangements of daily and weekly programs for flying, ground and synthetic flight training. Bad weather constraints. Program constraints in terms of maximum student training times, (flying, theoretical knowledge, synthetic) e.g. per day/week/month. Restrictions in respect of duty periods for students. Duration of dual and solo flights at various stages. Maximum flying hours in any day/night. Maximum number of training flights in any day/night. Minimum rest period between duty period.
 - (7) Training records: Rules for security of records and documents. Attendance records. The form of training records to be kept. Persons responsible for checking records and students' log books. The nature and frequency of records checks. Standardization of entries in training records. Rules concerning log book entries.
 - (8) Safety training: Individual responsibilities. Essential exercises. Emergency drills (frequency). Dual checks (frequency at various stages). Requirement before first solo day/night/navigation etc.
 - (9) Checks and tests: Flying: Progress checks and skill tests. Knowledge: Progress tests and knowledge tests. Authorization for test. Rules concerning refresher training before retest. Test reports and records. Procedures for test paper preparation, type of question and assessment, standard required for 'Pass'. Procedure for question analysis and review and for raising replacement papers. Test resit procedures.
 - (10) Training effectiveness: Individual responsibilities. General Assessment. Liaison between departments. Identification of unsatisfactory progress (individual students). Actions to correct unsatisfactory progress. Procedure for changing instructors. Maximum number of instructor changes per student. Internal feedback system for detecting training deficiencies. Procedure for suspending a student from training. Discipline. Reporting and documentation.

- (11) Standards and level of performance at various stages: Individual responsibilities. Standardization. Standardization requirements and procedures. Application of test criteria.
- (b) Chapter 2: Briefing and Air Exercises
- (1) Air Exercise: A detailed statement of the content specification of all the air exercises to be taught, arranged in the sequence to be flown with main and sub-titles.
 - (2) Air exercise reference list: An abbreviated list of the above exercises giving only main and sub-titles for quick reference, and preferably in flip-card form to facilitate daily use by instructors.
 - (3) Course structure – Phase of training: A statement of how the course will be divided into phases, indication of how the above air exercises will be divided between the phases and how they will be arranged to ensure that they are completed in the most suitable learning sequence and that essential (emergency) exercises are repeated at the correct frequency. Also, the curriculum hours for each phase and for groups of exercises within each phase shall be stated and when progress tests are to be conducted, etc.
 - (4) Course structure integration of curricula: The manner in which theoretical knowledge, synthetic flight training and flying training will be integrated so that as the flying training exercises are carried out students will be able to apply the knowledge gained from the associated theoretical knowledge instruction and synthetic flight training.
 - (5) Student progress: The requirement for student progress and include a brief but specific statement of what a student is expected to be able to do and the standard of proficiency he or she must achieve before progressing from one phase of air exercise training to the next. Include minimum experience requirements in terms of hours, satisfactory exercise completion, etc. As necessary before significant exercises, e.g. night flying.
 - (6) Instructional methods: The ATO requirements, particularly in respect of pre- and post-flying briefing, adherence to curricula and training specifications, authorisation of solo flights, etc.
 - (7) Progress tests: The instructions given to examining staff in respect of the conduct and document of all progress tests.
 - (8) Glossary of terms: Definition of significant terms as necessary.
 - (9) Appendices: Progress test report forms. Skill test report forms. ATO certificates of experience, competence, etc. as required.
- (c) Chapter 3: Synthetic flight training: Structure generally as for Chapter 2.
- (d) Chapter 4: Knowledge instruction: Structure generally as for Chapter 2 with a training specification and objectives for each subject. Individual lesson plans to include mention of the specific training aids available for use.

IS 3.2.9 *Appendix B: Procedures Manual*

The Procedures Manual for use at an ATO conducting approved training courses should include the following:

- (a) Chapter 1: General:
- (1) A list and description of all volumes in the Procedures Manual.
 - (2) Administration (function and management).
 - (3) Responsibilities (all management and administrative staff).
 - (4) Student discipline and disciplinary action.
 - (5) Approval/authorization of flights.
 - (6) Preparation of flying program (restriction of numbers of aircraft in poor weather).
 - (7) Command of aircraft.
 - (8) Responsibilities of pilot-in-command.
 - (9) Carriage of passengers.
 - (10) Aircraft documentation.

- (11) Retention of documents.
 - (12) Flight crew qualification records (licences and ratings).
 - (13) Revalidation (licences, ratings and medical certificates).
 - (14) Flying duty period and flight time limitations (flying instructors).
 - (15) Flying duty period and flight time limitations (students).
 - (16) Rest periods (flying instructors).
 - (17) Rest periods (students).
 - (18) Pilots' log books
 - (19) Flight planning (general).
 - (20) Safety (general: equipment, radio listening watch, hazards, accidents and incidents (including reports), safety pilots, etc.
- (b) Chapter 2: Technical
- (1) Aircraft descriptive notes.
 - (2) Aircraft handling (including checklists, limitations, aircraft maintenance and technical logs, in accordance with relevant requirements, etc.)
 - (3) Emergency procedures.
 - (4) Radio and radio navigation aids.
 - (5) Allowable deficiencies (based on MMEL, if available).
- (c) Chapter 3: Route
- (1) Performance (legislation, take-off, route, landing, etc.).
 - (2) Flight planning (fuel, oil, minimum safe altitude, navigation equipment, etc.)
 - (3) Loading (loadsheets, mass, balance, limitations).
 - (4) Weather minima (flying instructors)
 - (5) Weather minima (students: at various stages of training).
 - (6) Training routes/areas
- (d) Chapter 4: Staff training
- (1) Appointments of persons responsible for standards/competence of flying staff.
 - (2) Initial training.
 - (3) Refresher training.
 - (4) Standardization training.
 - (5) Proficiency checks
 - (6) Upgrading training.
 - (7) ATO staff standards evaluation.