



Advisory Circular

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NIGERIA CIVIL AVIATION AUTHORITY (NCAA)

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PERSONNEL REQUIREMENTS AND COMPETENCY ASSESSMENT OF AERODROME OPERATORS POST HOLDERS

1.0 GENERAL

Nigeria Civil Aviation Authority Advisory Circulars from Aerodrome Standards 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 Advisory Circular provides methods, acceptable to the Authority, for showing compliance with competence of operational and maintenance personnel requirements of Nig. CARs Part 12, as well as explanatory and interpretative material to assist in showing compliance.

3.0 APPLICATION

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

4.0 REFERENCE

The Advisory Circular relates specifically to Nig.CARs, Part 12.1.2.15 and ICAO Doc. 9981, PANS – Aerodromes

5.0 STATUS OF THE AC

This is the second issue of the AC on this subject.



APPROVAL PAGE

PERSONNEL REQUIREMENT AND COMPETENCY ASSESSMENT OF AERODROME OPERATOR'S POST HOLDERS

ADVISORY CIRCULAR: - NCAA-AC-ARD031





AMENDMENT PROCEDURES

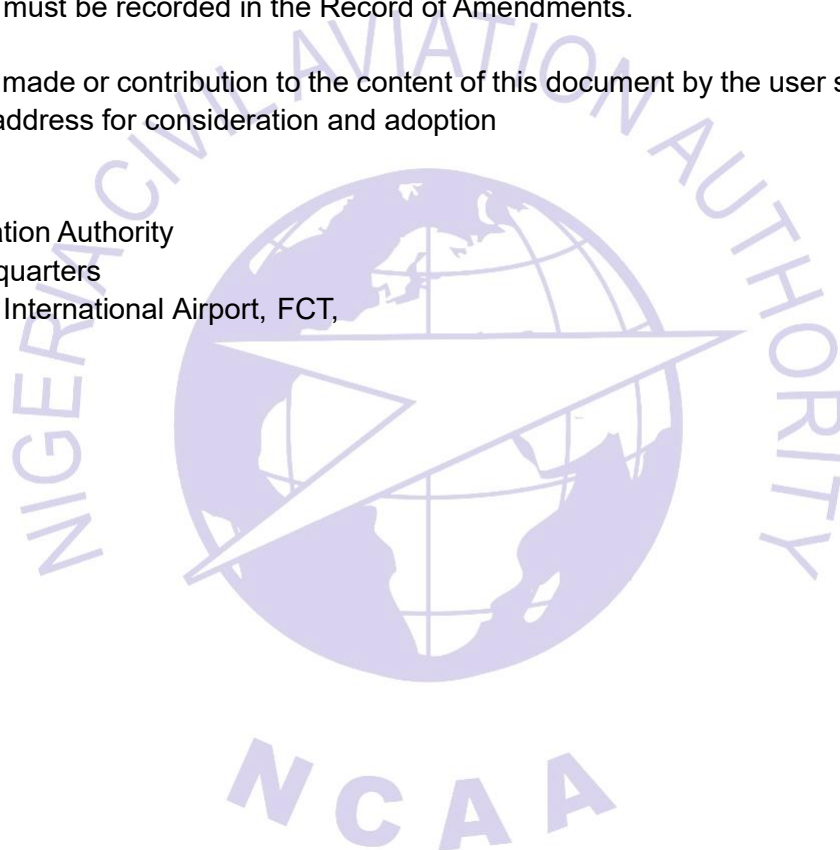
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Each page will show the document number, issue/amendment number, issue date and page number at the base of the page.

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Any observation made or contribution to the content of this document by the user should be directed to the following address for consideration and adoption

Nigeria Civil Aviation Authority
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RECORD OF AMENDMENTS

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FOREWORD

This Advisory 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 Nigeria Civil Aviation Regulations, Part 12.

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 those that perform critical activities for aerodrome operations and maintenance.

It is therefore expected that these guidelines will provide adequate information to the aerodrome operator on the importance of aerodrome personnel requirements.

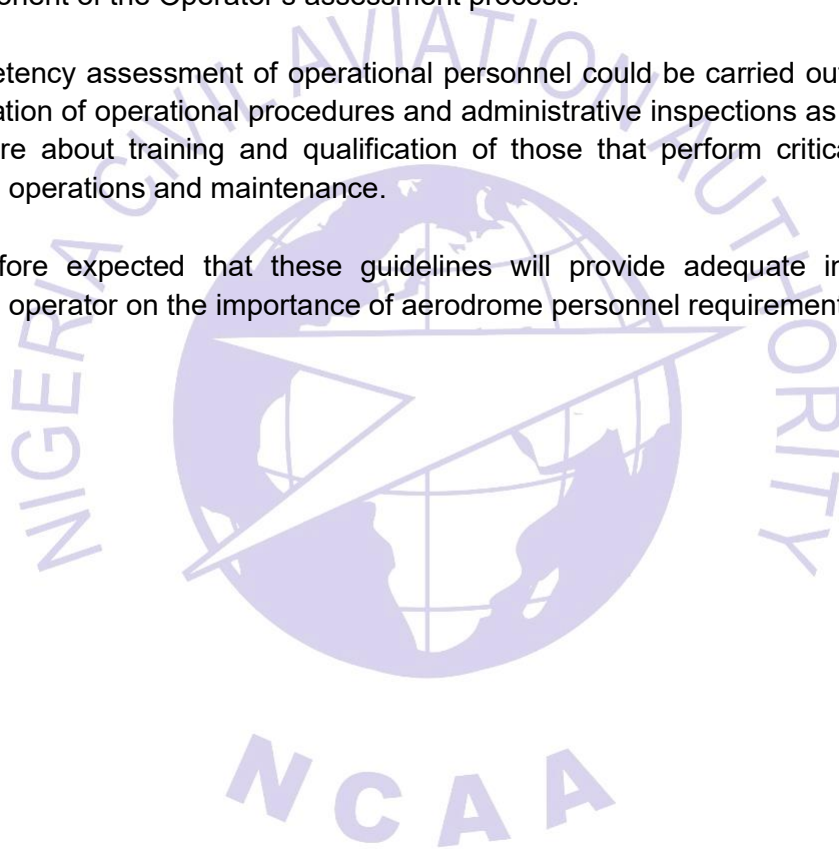




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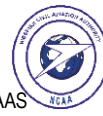
INTRODUCTION

The Nigeria Civil Aviation Regulations Part 12 requires 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.

The operator shall also train all personnel who access movement and safety areas and perform duties in compliance with the Regulations. This training shall be completed prior to the initial performance of such duties for all personnel and all personnel shall be retrained at least once every 3 years.

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 Operations Manual and the requirements of Nig.CARs Part 12;
- (e) 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.
- (f) The aerodrome operator should develop and implement a training program for personnel engaged that will demonstrate compliance with this Regulation
- (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.



CHAPTER 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 define 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, who are responsible for the management and supervision of the critical areas and approved by the Authority. The portfolios of the aerodrome post holders may be as follows:
 - a) **Accountable Executive (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 Airport Manager's responsibilities should include, but are not limited to:

- i. general operations and management of the aerodrome;
 - ii. communication and promotion of the safety policy;
 - iii. establishment of the organization's safety objectives and safety targets;
 - iv. establishment, implementation and maintenance of the organization'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
 - v. Establishment of a just culture which encourages safety reporting.
 - vi. Supervision of other post holders who will be responsible for safety critical aspects for the aerodrome operations.
- b) **Head of Aerodrome Safety:** – 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 Aerodrome Operations:** – A person who should be responsible for ensuring that the aerodrome and its operation including establishment and



effective management of all aspects related to wildlife management and control comply with the requirements of Nig.CARs Part 12.

- d) **Head of Aerodrome Maintenance:**– A person who should be responsible for ensuring that the aerodrome maintenance programme for safety critical infrastructure comply with the requirements of Nig.CARs Part 12.
 - e) **Head of Aerodrome Rescue and Fire fighting Services:** – A person who should be responsible for establishing and effectively managing all aspects of Rescue and Fire fighting Services.
- (3) An applicant for the grant of an aerodrome certificate must establish a procedure for initial assessment and for maintaining the competence of personnel required to manage, operate and maintain the aerodrome services, equipment and facilities.
 - (4) The Aerodrome Operator shall give consideration to the size and complexity of the organization, recognizing that some key post holders may hold multiple Aerodrome posts.
 - (5) The Aerodrome Operator shall ensure that any changes to Aerodrome Post Holders are accepted and approved by the Authority prior to the change.
 - (6) The Aerodrome Operator shall update its Aerodrome Manual including the organizational structure with respect to the approved 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 (where applicable) to demonstrate compliance with the requirement.

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 sufficient numbers of supervisors assigned to defined duties and responsibilities, taking into account the structure of the organization 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 organization'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 number of trained personnel appropriate for the scale and complexity of the aerodrome and its operations.
- b) 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.
- c) 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) topography of aerodrome
- b) configuration of aerodrome (number of runways and taxiways, apron and stands)
- iii. Complexity of operations i.e. CAT I, CAT II, CAT III, number of runways, traffic 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 Nigeria 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;
 - i) Maximum consecutive hours for both day and night duties (not exceeded); and
 - k) Other human factor variables where necessary.
- 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 fulfilment of the necessary conditions such as completion of required training, or acquisition of a relevant diploma or degree certificate as specified in the organizations 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 fire fighting, civil, mechanical or electrical engineering, wildlife biologist, etc.). In such cases, the person occupying such a post is expected to possess the necessary qualifications as follows:

1.6.2.1 AIRPORT MANAGER QUALIFICATION:

Evidence of a University Degree or an appropriate qualification in any of the technical or operational areas at the aerodrome

Evidence of training in airport management must be provided. It is expected that a person appointed as Airport Manager will have completed a number of formal or refresher courses for advancement or career progression through the aerodrome technical or operations cadre, after gaining the initial qualification in any area of the airport field.

RELEVANT WORK EXPERIENCE

10 years working experience at an airport, gained in any one of the following areas of aerodrome field: aerodrome operations, aerodrome maintenance, aerodrome rescue and fire fighting, wildlife hazard management or aviation security

Experience in dealing with airlines, fixed based operators, such as ground handling companies and fueling companies, airport related contractors, aviation related government agencies

Experience in the effective day to day management of operations at the airport. Evidence of having spent at least 5 years in a supervisory capacity.

1.6.2.2 ASSESSMENT CRITERIA OF OTHER AERODROME MANAGEMENT POST HOLDERS

- a.) The Aerodrome Operator should assess the qualification and experience of the other key post holders, namely – Head of Aerodrome Operations , Head of Aerodrome



Maintenance, Head of Rescue and Fire Fighting Services, Head of Aerodrome Safety as specified in Section 3.3 of this document in the following areas:

i) HEAD OF AERODROME OPERATIONS QUALIFICATION:

Evidence of a University Degree in physical sciences or an appropriate qualification in airport operations field.

Evidence of training in airport operations must be provided. It is expected that a person appointed as Head of Aerodrome Operations will have completed a number of formal or refresher courses for advancement or career progression through the aerodrome operations cadre, after gaining the initial qualification in any of the airport operations field.

RELEVANT WORK EXPERIENCE

8 years working experience in the airport operations.

Experience in the day-to-day conduct of airside safety and management activities. In addition, experience in the conduct of one or more of the following: landside, terminal operations, aerodrome safeguarding, and wildlife management activities. Experience in coordinating with other airport safety departments such as rescue and fire fighting and aerodrome maintenance, as necessary to ensure safety of aerodrome operations

Experience in dealing with airlines, fixed based operators, such as ground handling companies and fuelling companies, airport related contractors, aviation related government agencies to ensure compliance with applicable rules .

The Head of Aerodrome Operations shall demonstrate experience as a supervisor in the operations field.

Evidence of having spent at least 3 years in a supervisory capacity

ii) HEAD OF AERODROME RESCUE AND FIRE FIGHTING SERVICES QUALIFICATION:

Evidence of a University Degree or its equivalent Evidence of training in aerodrome rescue and fire fighting.

Evidence of training in aerodrome rescue and fire fighting shall be provided. It is expected that a person appointed as aerodrome rescue and fire chief will have completed a number of formal or refresher courses for performing the broad range of aerodrome rescue and fire fighting tasks necessary for advancement or career progression through the aerodrome fire cadre, after gaining the initial qualification. Examples are training as crew commander, watch commander, etc.

RELEVANT WORK EXPERIENCE

8 years working experience in the aerodrome rescue and fire fighting department at an airport. The Aerodrome Rescue and Fire fighting Chief (ARFC) must demonstrate experience in:

- the day-to-day coordination of aerodrome rescue and fire fighting activities.
- development and monitoring of the implementation of training programmes, regular and emergency fire drills in difficult terrain for fire fighting personnel.



- planning and coordinating execution of partial and full scale simulated emergency response programmes and fuel spill clean-up activities.
- overseeing the maintenance of rescue and fire fighting vehicles, equipment and tools.
- planning and coordinating the conduct of response test, vehicle and agent performance tests and alarm system test.
- providing training and drills to rescue and fire fighting personnel.
- The ARFC must demonstrate experience as a supervisor in the rescue and firefighting field.
- Evidence of having spent at least 3 years in a supervisory capacity.

iii) HEAD OF AERODROME SAFETY QUALIFICATION:

A university degree or an appropriate qualification in aviation, systems safety, engineering, or physical sciences.

Evidence of training in one of the principal areas of aerodrome safety e.g. aerodrome operations or aerodrome maintenance or aerodrome rescue and fire fighting. It is expected that a person appointed as Head of Aerodrome Safety will, after gaining the initial qualification have satisfactorily completed a number of formal or refresher courses necessary for advancement or career progression through any one of the aerodrome safety cadres.

Evidence of training in integrated safety management system and aeronautical studies and risk assessment.

RELEVANT WORK EXPERIENCE

8 years working experience in an aerodrome safety department. The Head of Aerodrome Safety must demonstrate experience in:

- The development of management of an incident reporting system.
- Application of the principles of safety risk management in analyzing accidents and incidents.
- Management of a safety database, establishing and monitoring safety performance indicators.
- Development and implementation of safety audit programs.
- Training of airport employees and airport tenants on the principles of safety management.
- On the conduct of promotional safety activities.
- Application of the principles of safety assessment in change management.
- Experience working in coordination with Airport Safety Committees.



- Experience in coordinating Runway Safety Team (RST) activities.
- Experience in planning and coordination of airport emergency.

The Head of Aerodrome Safety must spend at least 3 years in a supervisory capacity and demonstrate experience as a supervisor in any of the aerodrome safety departments. **iv)**

HEAD OF AERODROME MAINTENANCE QUALIFICATION:

A university degree in civil, mechanical or electrical engineering or equivalent qualification

Evidence of training in either: aerodrome planning and design, construction and maintenance of aerodrome civil and building structures or airfield lighting, power supply and electrical systems. It is expected that a person appointed as Head of aerodrome maintenance will, after gaining the initial qualification have satisfactorily completed a number of formal or refresher courses necessary for advancement or career progression through either of the aerodrome engineering cadres.

RELEVANT WORK EXPERIENCE

8 years working experience in civil, mechanical or airfield lighting section of the airport. Head of Aerodrome Maintenance should demonstrate experience in the following areas as they apply to his background field of expertise:

- the planning and implementation of aerodrome paved and unpaved areas or airfield lighting maintenance programmes
- planning or coordinating the implementation of airport expansion and upgrading projects
- Serving as aerodrome operator's representative in the supervision of aerodrome engineering project ,
- planning and implementation of pavement management programmes, pavement evaluation and friction test programmes, FOD and rubber removal programmes
- Conduct of routine and emergency maintenance of visual aids
- Working with airport contractors to ensure projects are executed in accordance with terms of contractual agreement and project specifications
- Preparation of project estimates
- Evaluating project proposals of contractors and recommending
- Developing tender documents



- Planning and managing the inventory of airport maintenance equipment/tools and equipment spares

The Head of Maintenance must spent at least 3 years in a supervisory capacity and demonstrate experience as a supervisor in aerodrome facility management and maintenance as it relates to the Maintenance field of expertise.

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 organization, 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 organization and its operations. However, the size and complexity of the aerodrome operator's organization or 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 a period of one (1) month, or has left the organization, 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.

1.10 Approval of Aerodrome Post Holders:

- a.) If NCAA approves any post holder for the position of an Airport Manager, the organization will be notified in writing of the suitability of the officer to hold the office
- b.) The notice of approval will contain:



- The name of the person appointed as Airport Manager.
 - The name of the organization holding an Aerodrome Certificate in respect of which the appointment is made.
 - Any conditions that NCAA may impose.
- c.) If the Aerodrome Operator offers appointment into any of the following post: Head of Operations, Head of Aerodrome Safety, Head of Rescue and Fire Fighting Services, Head of Aerodrome Maintenance, the selected applicant for the position, the airport operator should notify the Authority not later than ten (10) days from the date of the appointment for assessment and approval.

Note: The approvals are not transferable.

1.11 Rejection of Application

- a.) The Authority will notify the organization in writing if the appointment of a key post holder is not approved. The advice will state the qualification, experience, or knowledge areas that have been assessed as unsatisfactory.
- b.) An unsuccessful applicant for any post may be reconsidered if, additional evidence is provided by the aerodrome operator to rectify any deficiency in the original submission.

CHAPTER 2.0: TRAINING REQUIREMENTS AND PROGRAMME TO BE ESTABLISHED AND IMPLEMENTED

2.1 Training Requirements

As appropriate, the aerodrome operator should comply with the following training requirements:

- i. Basic safety management system
- ii. Aeronautical studies and risk assessment
- iii. Aerodrome planning
- iv. Aerodrome maintenance

2.2 Training programme

2.2.1 The training programme should cover all personnel:

- (i) Involved in the operation, maintenance and management of the aerodrome; 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 (tenants and contractors) which operate or provide services at the aerodrome, regardless of their level in the organization.



2.2.2 The training of persons mentioned in 2.2.1 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.

2.2.3 The training programme should include Safety Management System training which level of details should be appropriate to the individual's responsibility and should also include human and organizational factors; for those persons referred to in 2.2.1 (ii) employed by other organizations operating, or providing services at the aerodrome, the training programme should cover airside driving, FOD awareness, etc.).

2.2.4 The training programme should consist of the following:

- i) a process to identify training standards, including syllabi, frequency for each type of training and area of activity for the persons mentioned in 2.2.1, 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; i v) on the job training; and v) recurrent training.

2.2.5 The training programme should identify training responsibilities and contain procedures:

- i) for conducting training ;
- ii) to be applied in the event that personnel do not achieve or maintain the required standards.

2.2.6 Training contents and syllabi should comply with the training requirements described in the Aerodrome Manual or Policy and Procedures Manual.

2.2.7 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.

2.3. Conduct of training:

- a) The training conducted should be in line with the training curriculum in the training programme
- b) Training elements that require individual practical participation may be combined with practical demonstrations.

2.4 Training Methodology for assessment:

The methods to be used for the training assessment could include: a) practical demonstration,

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



2.5 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.

2.5.1 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 conducted; iv) the name of the organization 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.

2.5.2 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.

CHAPTER 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 this 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 and approval from the Authority will be required for all persons nominated as Aerodrome Post Holders.
- 3.1.2 The Authority's acceptance and approval of nominated Aerodrome Post Holders will be based on the qualification and 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:
- 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
 - 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.
 - 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;
- at the start of operations before issuing the first Aerodrome Certificate; or
 - 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:
- Continuous assessment; or
 - Dedicated practical check; or
 - 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 debrief 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. Minimum training requirements to be met by Operations and maintenance personnel is contained in Nig.CARs Part 12.

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.

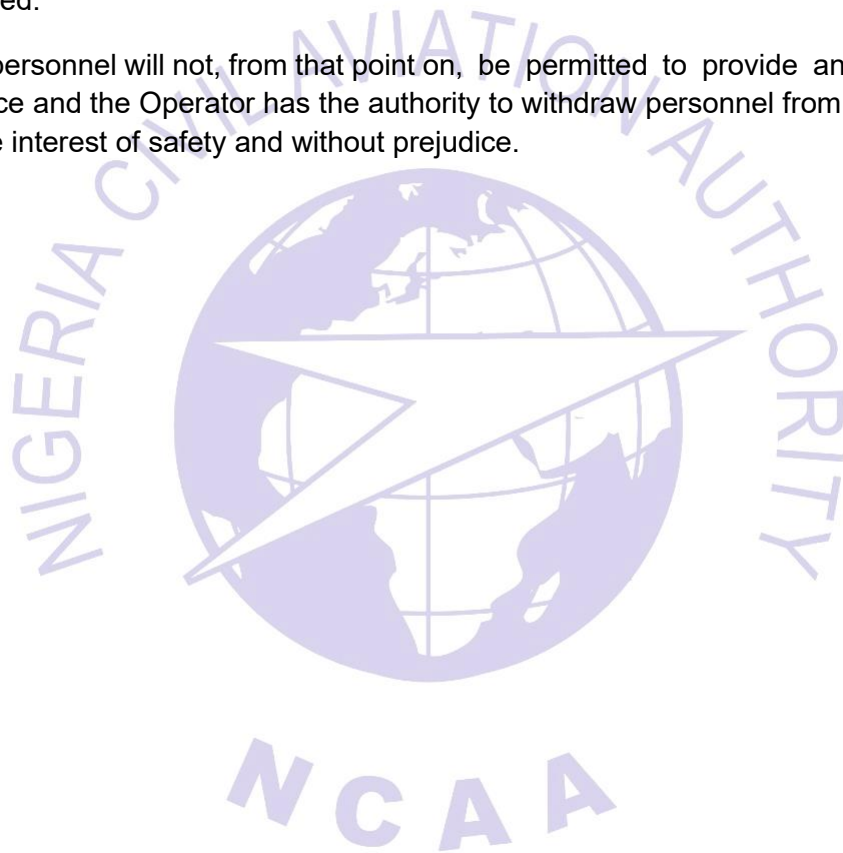
There may be occasions however, when the personnel's overall performance, although safe, may be described as 'barely satisfactory'. This may be caused by either one major factor or several smaller factors being observed during the assessment which, in themselves are not enough to declare the personnel '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 has the authority to withdraw personnel from operational duty in the interest of safety and without prejudice.





APPENDIX A

1. NCAA 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 Aerodrome Manual and other related documents that prescribe relevant aerodrome safety standards
- Understanding of the Nigeria Civil Aviation Regulations Parts 12 and 20.

Knowledge and understanding of safety management system, 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
- NCAA Aerodrome Certification Process
- NCAA Regulatory Oversight Process
- NCAA Enforcement Process
- Knowledge of all Aerodrome operating procedures including:
 - Data management & control



- Record keeping
- Knowledge of general Aerodrome Maintenance

Supporting Documents

- Organizational Structure
- Other relevant documents if requested by Authority

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

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
- Ensure safety promotion throughout the organization
- Ensure that he/she:
 - facilitates hazard identification, risk analysis, and management;
 - monitors the implementation and functioning of the Safety Management System, including the necessary safety actions;
 - manages the safety reporting system of the aerodrome;
 - provides periodic reports on safety performance;
 - maintains safety management documentation;
 - provides safety management training, and that it meets acceptable standards;
 - liaise with other departmental heads and provides advice on safety matters;
 - use feedback from auditing and inspections to recommend appropriate changes to airside safety management procedures and ensure implementation
 - initiates and participate in internal occurrence/accident investigations and
 - establishes Safety Data Collection and Processes Systems (SDCPS)

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 operations.
- Knowledge of the Nig.CARs Parts 12 and 20.
- Knowledge of Aerodrome operating procedures including:
 - Data management & control
 - Record keeping
 - Maintenance procedure
- Understanding of the responsibilities of Aerodrome Rescue and Fire fighting Services.



- NCAA Regulatory framework.
- NCAA Aerodrome Certification Process.
- NCAA Regulatory Oversight Process.
- NCAA Enforcement Process.

Supporting Documents

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

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

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 basic understanding of aerodrome bird and wildlife hazard management programme.
- Ensure that Aerodrome operations conform with the approved Aerodrome manual.
- Responsible for the management of the operational services of the aerodrome. Analyze audit findings and inspections by the Authority, and initiate corrective actions plan.
- Monitor airside planning and development for compliance.
- Develop proactive working relationships with aerodrome users.

Knowledge Criteria

- Practical experience and expertise in aerodrome operations and maintenance (or similar area) respectively.
- Knowledge of Nig.CARs Parts 12 and 20.
- Knowledge of aerodrome operating procedures spelt out in the aerodrome manual particularly those related to aerodrome condition reporting, aerodrome work safety, visual aids and electrical system, inspection of the movement area and obstacle limitation surface, disabled aircraft removal, apron safety and management, wildlife management, airside vehicle operations, hazardous material handling, low visibility operations, if applicable and protection of radar and navigation aids.
- NCAA Regulatory Framework.
- NCAA Aerodrome Certification Process.
- NCAA Regulatory Oversight Process.
- NCAA Enforcement Process.
- Aerodrome Record keeping.



Supporting Documents

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

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

Performance Criteria

- Ensure that aerodrome certification 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 organization and legislative requirements. Ensure understanding of regulatory requirements for general maintenance facilities, equipment etc.
- 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 appropriate department.
- 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.
- Understanding of regulatory requirements for general maintenance facilities, equipment etc.
- 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 Manuals, Airport planning manuals and Airport services manuals.

- Aerodrome Maintenance Record keeping.
- NCAA Regulatory Oversight Process and NCAA Enforcement Process
- NCAA 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. NCAA Assessment Criteria for Aerodrome Post Holder: Head of Rescue and Fire fighting Services

Performance Criteria

- Ensure that aerodrome certification requirements are met, and that the aerodrome operates in accordance with the regulatory requirements in the provision of ARFFS.
- Ensure emergency fire and rescue facilities are compatible with sizes, types and frequency of aircraft in accordance with organization and legislative requirements.
- Ensure that rescue and fire fighting, 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.
- Ensure that level of protection are reported in accordance with the regulations. 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.
- NCAA Regulatory framework.
- Knowledge of the relevant guidance materials or advisory circulars particularly as they relate to ARFF.
- Knowledge of Nig.CARs Part 12.
- Aerodrome Safety Management System.
- NCAA Regulatory Oversight Process.
- NCAA Enforcement Process.
- NCAA Process for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome.
- Fully conversant with the rescue and fire fighting, aerodrome emergency hazardous material handling, aerodrome reporting procedures, disabled aircraft removal, aerodrome works safety and low visibility operations section of airport operations manual. In general it is expected that, to a large extent, the ARFC can demonstrate this knowledge without reference to the operations manual.
- Knowledge of Aerodrome operating procedures including:
 - Record keeping
 - ARFF Vehicle maintenance

Supporting Documents

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