

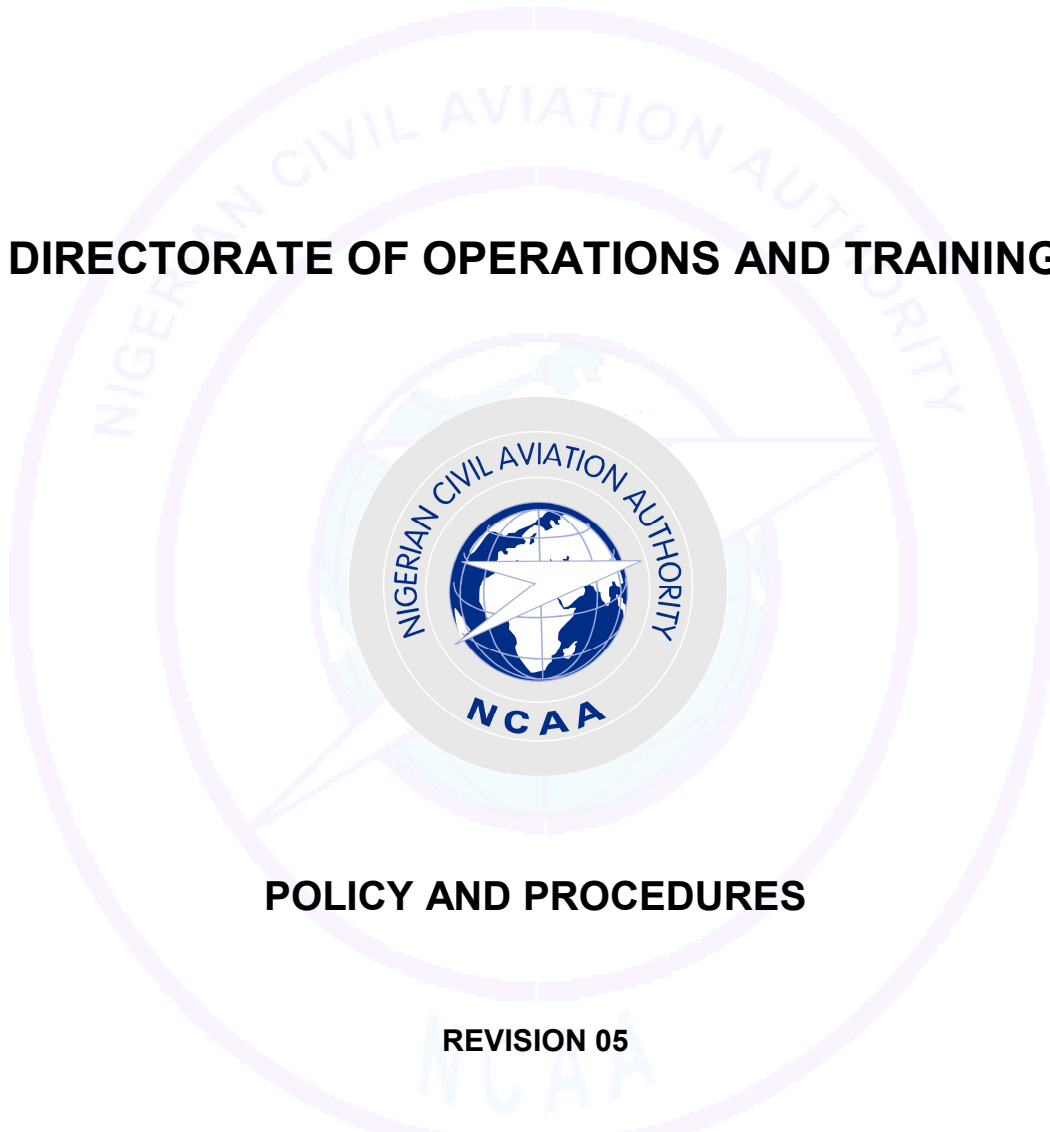
DIRECTORATE OF OPERATIONS
&
TRAINING

**POLICY
&
PROCEDURES MANUAL**



NCAA

DIRECTORATE OF OPERATIONS AND TRAINING



POLICY AND PROCEDURES

REVISION 05

31 DECEMBER 2015



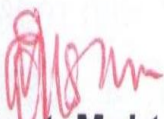
FOREWORD

This manual is one of the set of manuals forming the Nigerian Civil Aviation Authority's, Directorate of Operations and Training internal documentation set. These manuals are produced to provide the information, policy and procedures needed to perform the tasks as required by the Nigeria Civil Aviation Regulations (Nigeria CARs).

It is required that all staff use their manuals in the performance of their duties.

The manuals are dynamic documents. As a result of experience, legislative change and new technology, there may be the need for amendments. Contribution of meaningful ideas for the improvement of the content of this manual is therefore encouraged and requested for.

The undersigned is accountable for the contents and amendments when so issued.



Capt. Muhtar Usman
Director General, NCAA

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INTRODUCTION

ICAO encourages all contracting states to establish a Flight Operations Department along side Training to meet the requirements set forth in the convention on international Civil Aviation. The organizational structure of the inspectorate within the NCAA hereinafter referred to as DOT has the following primary responsibilities: certification, inspection, investigation, enforcement, surveillance and counseling of operators. (DOC. 8335)

Amendments to the PPM are issued from time to time as the need arises, so that all concerned will be adequately informed of acceptable policies and procedures applicable to the various duties and tasks to be performed.

By using the PPM as a guide, there should be reasonable degree of uniformity and standardization. If there is any need for a staff member to deviate substantially from the prescribed requirements of any instruction, the Director must as soon as possible be notified. Full details of the matter with reasons why deviation became necessary, must be given. However, if possible, notification for obvious reasons should be made before any deviation is effected.

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V. ACRONYMS

AFM	- AIRCRAFT FLIGHT MANUAL
AGM	- ASSISTANT GENERAL MANAGER
AOC	- AIR OPERATOR CERTIFICATE
ATPL	- AIR TRANSPORT PILOT'S LICENSE
CAA	- CIVIL AVIATION AUTHORITY
CPL	- COMMERCIAL PILOT'S LICENCE
DAAS	- DIRECTORATE OF AERODROME AND AIRSPACE STANDARDS
DATR	- DIRECTORATE OF AIR TRANSPORT REGULATION
DAWS	- DIRECTORATE OF AIRWORTHINESS STANDARDS
DFA	- DIRECTORATE OF FINANCE AND ADMIN
DOL	- DIRECTORATE OF LICENSING
DOT	- DIRECTORATE OF OPERATIONS AND TRAINING
EDTO	- EXTENDED DIVERSION TIME OPERATIONS
FMA	- FEDERAL MINISTRY OF AVIATION
GM	- GENERAL MANAGER
ICAO	- INTERNATIONAL CIVIL AVIATION ORGANIZATION
MEL	- MINIMUM EQUIPMENT LIST
MOR	- MANDATORY OCCURRENCE REPORT
NCAA	- NIGERIAN CIVIL AVIATION AUTHORITY
OPSPECS	- OPERATIONS SPECIFICATIONS
PPM	- POLICY AND PROCEDURES MANUAL
R	- RANGE
SARP	- STANDARDS AND RECOMMENDED PRACTICES
DCP	- DIRECTORATE OF CONSUMER PROTECTION

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CHAPTER 1

THE NIGERIAN CIVIL AVIATION ACT AND REGULATORY FRAMEWORK

1.1 CIVIL AVIATION ACT

The Nigerian Civil Aviation act, 2006 established the Nigerian Civil Aviation Authority (NCAA) for the regulation of civil aviation by conferring on it the statutory powers for the discharge of both Aviation Safety Oversight functions for the State, the development, implementation and enforcement of regulatory standards, the surveillance of the activities of Air Operators of Nigeria and other purposes connected therewith.

1.2 REGULATORY FRAMEWORK

The functions and responsibilities of the NCAA are carried out through the service units attached to the office of the Director-General e.g. LEGAL and the different technical and supporting directorates namely:

- The Directorate of Airworthiness Standards (DAWS)
- The Directorate of Air Transport Regulation (DATR)
- The Directorate of Aerodrome and Airspace Standards (DAAS)
- The Directorate of Finance and Admin (DFA)
- The Directorate of Operations and Training (DOT)
- The Directorate of Licensing (DOL)
- The Directorate of Consumer Protection (DCP)

1.3 NCAA VISION AND MISSION

Vision

TO BE ONE OF THE LEADING CIVIL AVIATION AUTHORITIES IN THE WORLD

Mission

TO PROVIDE AVIATION SAFETY AND ECONOMIC REGULATORY SERVICES IN THE MOST EFFICIENT, EFFECTIVE, QUALITY AND TECHNOLOGY DRIVEN MANNER TO THE SATISFACTION AND BENEFIT OF ALL STAKEHOLDERS, CONSISTENT WITH THE HIGHEST INTERNATIONAL STANDARDS, AND THE SUSTAINABLE DEVELOPMENT OF THE INDUSTRY AND NATIONAL ECONOMY.

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1.4 NCAA – STRUCTURE/RESPONSIBILITY

Being an independent and apex statutory body, the NCAA is charged with the responsibility of monitoring, regulating, setting safety and economic standards for air navigation in Nigeria, and ensuring compliance with the STANDARDS and RECOMMENDED PRACTICES of the ANNEXES TO THE CONVENTION ON INTERNATIONAL CIVIL AVIATION (CHICAGO CONVENTION) OF ICAO by all Operators. (ICAO Doc 7300)

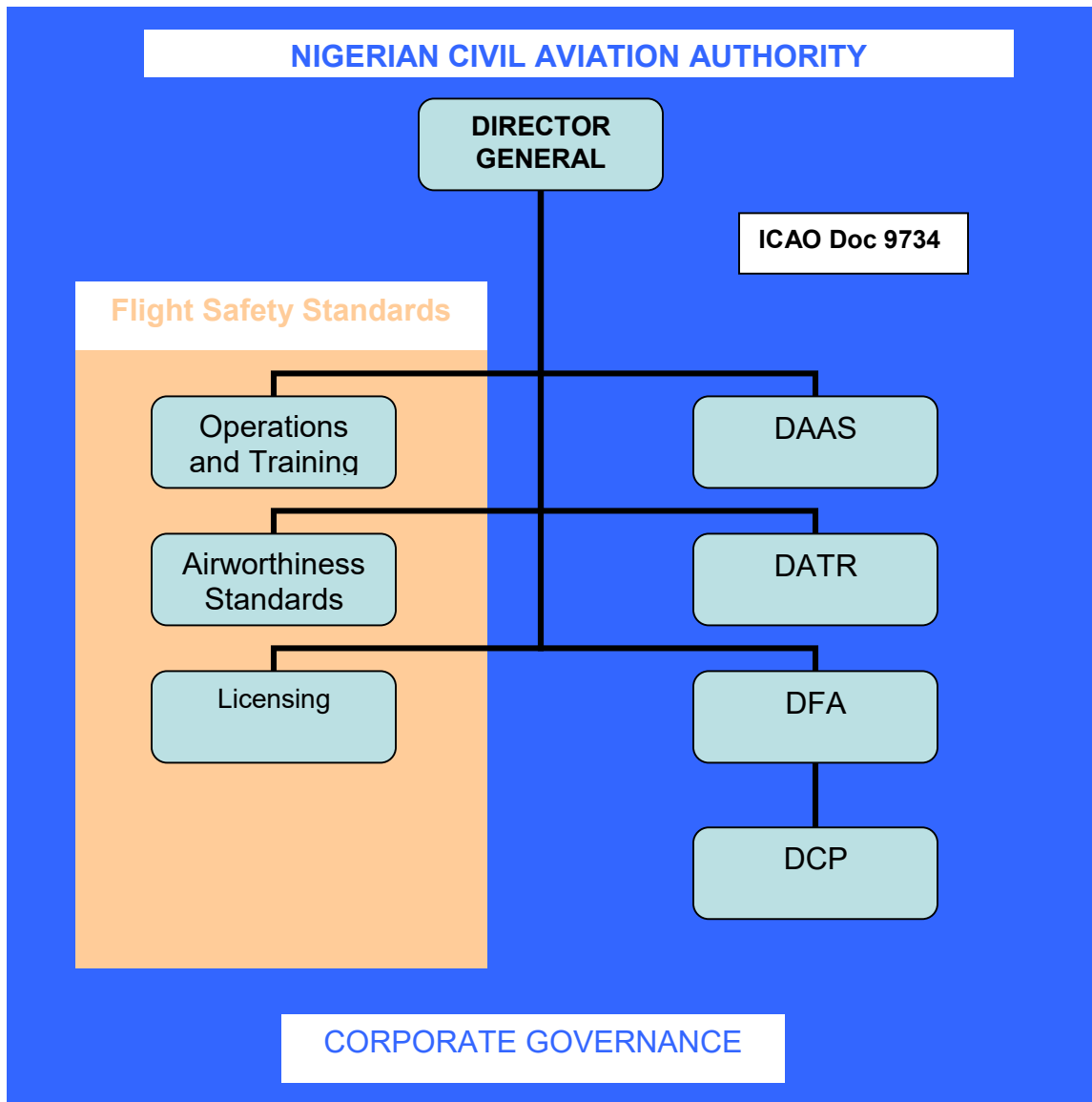


Fig.1

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CHAPTER 2

DIRECTORATE OF OPERATIONS AND TRAINING

2.1 DOT OBJECTIVES

The Directorate has the following goals, which it carries out in line with specific service targets:

- To ensure that the expectations set forth in the Nigeria CARs are encouraged and enforced without imposing unnecessary regulatory burden on the operator/industry and that the Authority's safety targets are achieved by implementation of the DOT policies and procedures.
- To ensure proper implementation of policies, laid down procedures and acceptable practices in harmony with other Directorates, the corporate body, parent Ministry and ICAO.

2.2 FUNCTIONS OF DIRECTORATE OF OPERATIONS AND TRAINING

- Development, revision and implementation of regulations, standard and guidance materials on flight and ground operations as well as cabin safety.
- Issuance, renewal or variation of Air Operators Certification, Operations Specifications, Flight Operations Clearance Certificates and other certificates prescribed by the regulations.
- Continued Surveillance and inspection of all AOC holders, to ascertain each holders' competence to continue exercising the privileges of the certificate.
- Issuance of specific authorization and limitations e.g. EDTO, RNP, RVSM, AWOP, MNPS, RNAV, CAT II, Dangerous Goods transportation etc.
- Establishment and monitoring of all training standards, including ground school, drills and other training programs applicable to Pilots, Flight Engineers, Cabin Crew, Flight Operations Officer to ensure compliance with Nigeria CARs and ICAO SARPs.
- Approval and surveillance of AOC holder's training and training facilities.
- Approval/Designation/Supervision of Inspectors, Check Pilots/Flight Engineers Authorized Examiners for the Flight Crew, Cabin Crew, Dispatchers and Loadmasters of the AOC holders.
- Investigation of violations, Air Misses and other incidents.
- Making recommendations concerning enforcement actions.
- Assess flight test reports, flight manuals and amendments thereto.
- Investigate Mandatory Occurrence Reports (MORs) including incident/accident follow up and liaison with the Aircraft Accident Investigation Bureau.
- Consider training programmes and syllabus for approval.
- Issue free counseling where required or necessary.
- Conduct quarterly and periodic surveillance on pertinent operator activities.

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- Appointment of designated examiners, flight crew, cabin crew, flight operations and loadmasters.
- Periodically organizing seminars and workshops to educate operators on the industry best practices.
- Development and/or revision of specific operating regulations.
- Certification of general aviation operations
- Approval of special operations e.g. EDTO, RVSM, PBN, CAT II and CAT III
- Approval of MEL(s), flight manual, operations and training manuals and training programmes.
- Examine applications for issue, extension and/or validation of Flight Crew, Dispatch and Cabin Crew Licenses.
- Conduct Practical Test and Oral Examination of candidates for license issue.
- Consult, cooperate and work closely with Directorate of Airworthiness Standards and Directorate of Licensing on relevant matter.

2.3 DOT INSPECTORATE DIVISIONS

For efficient deployment of resources and focused approach to safety oversight, the Directorate comprises of two main divisions: Operations Division and Standard Division. All Inspectors will be trained to function effectively under any of the Divisions as dictated by workload and approved by the Authority.

The NCAA Inspectorate Divisions are responsible for conducting the required investigations preliminary to the awarding of the AOC and for exercising continuing surveillance and inspection of operations for the purpose of:

- Making recommendations to the Director General regarding the issuance or otherwise of AOC and the associated operations specifications and the operator competence to continue to exercise the privileges of the certificate.
- Making recommendations to the Director-General concerning any special conditions that may in the light of the investigation need to be imposed
- Informing the Director-General and the Operator of any deficiencies needing rectification.
- Making recommendations to the Director-General concerning appropriate enforcement action.

2.4 MECHANISM/METHOD OF DETERMINING REQUIRED NUMBER OF STAFF FOR THE DIRECTORATE/DEPARTMENTS

The number of Flight Operations Inspector (FOI), Cabin Safety Inspector (CSI) and Ground Operations Inspector (GOI) required will be determined by the level of and the growth of aviation in Nigeria. A periodic review will take place from time to time as required to determine whether or not there is need to be a change in the number of Operation Inspectors authorised to ensure effective surveillance on the air operator.

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Determination of the minimum number that is considered reasonable for Operations Inspectors to carry out their tasks will take into account the number of a particular type or group of types of aircraft to be handled by one Operations Inspector taking also into consideration the number of operators and the complexity of the air operations.

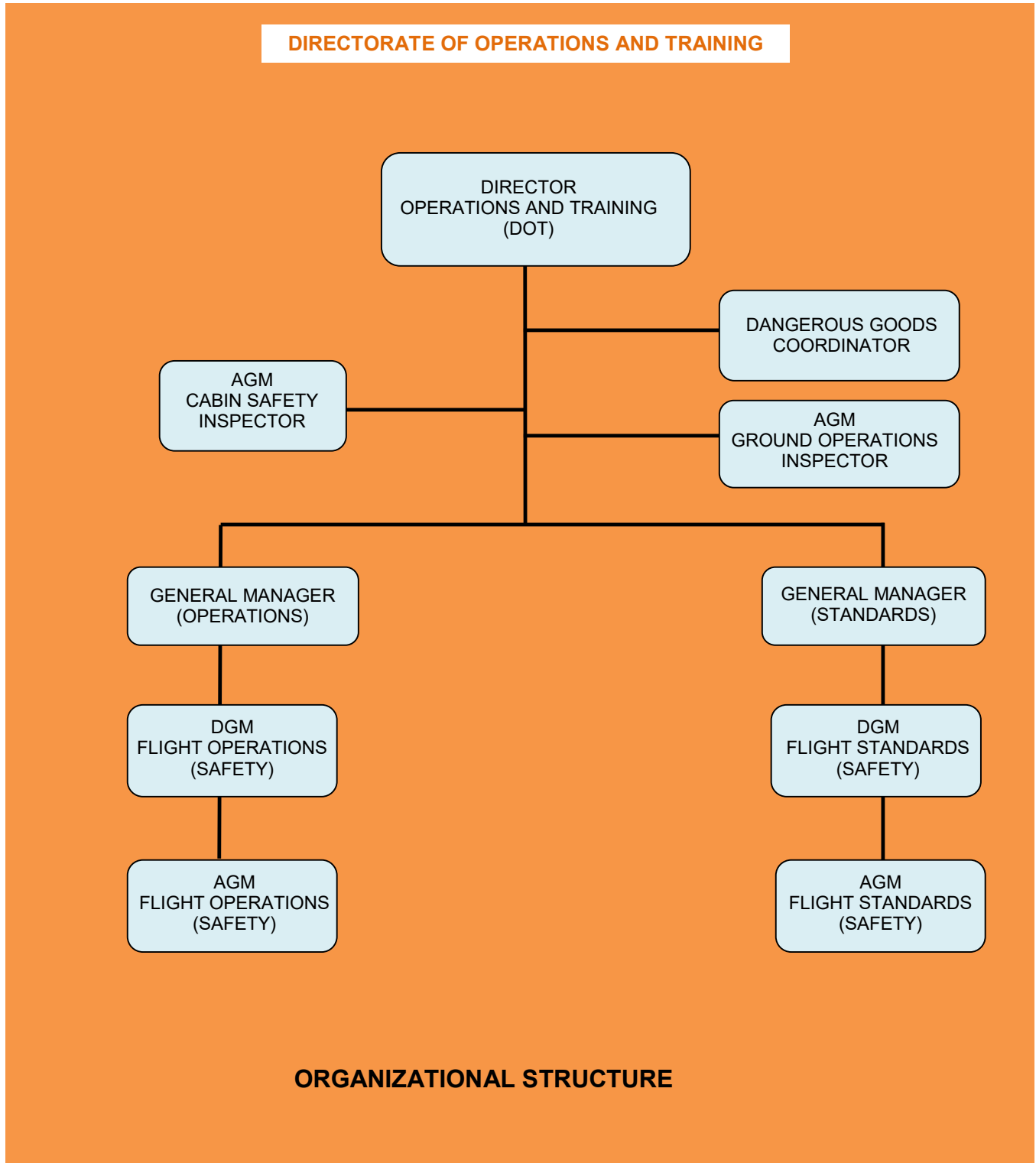
The rule of thumb would be one Operations Inspector per approximately five aircraft of a particular type or group of a particular category in scheduled operations:

- (a) one operations inspector for fleet up to five aircraft;
- (b) two operations inspector for fleet up to five to ten aircraft same model;
- (c) if an operator has two types and up to five aircraft or less will have one operations inspector;
- (d) if an operator has three or more types of ten or more aircraft; two operations inspector will be overseen by a Principal Operations Inspector.

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2.5 DOT ORGANIZATIONAL STRUCTURE





CHAPTER 3

ORGANIZATION AND MANAGEMENT

3.1 DIRECTOR

The Directorate is headed by a Director who reports to the Director-General of the NCAA. He is assisted by three General Managers who report directly to him. The GMs are responsible for the overall supervision and management of the workforce in the conduct of their duties and responsibilities. The core of the workforce comprises Aviation Safety Inspectors made up of Flight Operations Inspectors, Ground operations Inspectors and Cabin Safety Inspectors.

The Director has the following responsibilities, which it carries out in line with specific service targets to ensure that the goals and objectives set forth in the Nigeria CARs are upheld and enforced without imposing unnecessary regulatory burden on the Operators/Industry and that the Authority's safety targets are achieved by implementation of the DOT Policies and procedures in harmony with other Directorates, the corporate body, parent Ministry and ICAO;

3.1.1 FUNCTIONS AND RESPONSIBILITIES

The Director of Operations and Training is responsible for:

- Certification process of air operators and issuance of the Air Operator Certificate (AOC) and Operations Specifications (OpSpecs)
- Maintenance of AOC files and record of all operators' activities.
- Approval and continuous review of operator's pertinent documents e.g. MELs, AOMs, Operations, Maintenance and Training Manuals, Operating Instructions etc.
- Approval of Cabin Crew Initial, Recurrent, Refresher, Conversion, Instructor's Qualification and Re-qualification trainings.
- Approval of Dangerous Goods and Human Performance and Limitation trainings.
- Approval of Dispatchers' and Loadmasters' Initial and Recurrent trainings.
- Approval of Flight Crew Initial, Instrument, Type Rating and Recurrent trainings.
- Conducting Proficiency/Competency Checks for Flight Crew, Cabin Crew and Flight Dispatchers respectively.
- Evaluation and Approval of Simulators and other training devices/equipment.
- Carry out the following inspections on AOC holders, Flight Deck/ Cabin Ramp, Flight Deck/ Cabin En-Route, Station, Base, Demo Flight, Airport, Dangerous Goods, Passenger Handling, Hajj Operations, Training Facility, Operational control, Aircraft (Pre-Arrival) and Training-in-Progress, Flight Records, Crew Duty and Rest Records

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- Isolating systemic faults in AOC holders' operations and providing information concerning safety issues needing resolutions.
- Carryout simulator and other training equipment/devices evaluation for conformity with required standards.
- Partake and oversee actual inspection, flight training for standard.
- Participate in national and international auditing exercises.
- Serve in an advisory capacity on flight operations and associated activities as may be required by government.
- Provide advice and liason on regulatory matters to the aircraft industry.
- Act as an expert witness in courts of law.
- Act in accordance with the Authority's Health and Safety Policies.
- Approval of personnel training, flight crew training, cabin crew training, flight dispatch training and loadmasters training institutions (of operators).
- Approval of flight crew, cabin crew, flight dispatchers and loadmasters syllabi and courses.
- Appointment of designated examiners for flight crew.
- Approval of special operations e.g. EDTO, RVSM. PBN, CAT II and CAT III
- Approval of MEL(s), flight manual, operations and training manuals and training programmes.
- Examine applications for extension Flight Crew Licenses.
- Consult, cooperate and work closely with Directorate of Airworthiness Standards and Directorate of Licensing on relevant matter.
- Supervision of commercial air operators and legal action/information regarding deficiencies
- Exercising continuing surveillance and inspection of operations for the purpose of making recommendations regarding the issue of the AOC and the associated operations specifications and the operator's competence to continue to exercise the privileges of the certificate;

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3.2 GENERAL MANAGER, OPERATIONS

3.2.1 Functional Reporting Relationships

Director, Operations and Training

3.2.2 Duties and Responsibilities

The GM is to perform the following duties

- Safety regulation, inspection and monitoring of all Nigerian business, commercial and private air operators towards the certification and safe conduct of all operations.
- Supervise the setting of procedures for conducting inspections, audits and evaluation in the area of flight operations, cabin safety, transportation of dangerous goods and occupational safety and health on board aircraft.
- Develop policies, standards and regulations pertinent to flight operations, and personnel involved with operations and set programmes to ensure compliance with all operations standards.
- Develop and issue a manual for inspectors containing detailed procedures and techniques to promote standardization.
- Ensure that all Flight Operations Inspectors maintain proficiency and keep current on aircraft and equipment, techniques, procedures and new developments in their respective areas of expertise.
- Liaise with the Director for all operational inspection assignment under his unit.
- Assist in appointing inspectors for AOC certification
- Draw up Inspection Programme for the yearly required surveillance of the training facilities and organizations for inspection under his unit.
- Ensure that effective filing system exists in his section.
- Monitor day-to-day administration of inspector duties under his section.

3.2.3 Qualification/Method of Entry

- A minimum of **10 years** as Airline Captain and must have been a Training Captain, Flight Instructor, Instrument Rating Examiner and Simulator Instructor with a minimum of 10 years in Management position.
- Basic qualification must be ATPL

3.2.4 Training Programme

- Advance Management Courses
- Safety Oversight Appreciation
- Chapter 6, courses as for FOIs

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3.3 GENERAL MANAGER, STANDARDS

3.3.1 Functional Reporting Relationships

Director, Operations and Training

3.3.2 Duties and Responsibilities

The GM is to perform the following duties

- Develop policies, standards, and regulations pertinent to Flight Operations in accordance with Annex 6 to the ICAO Convention and National Regulations.
- Develop standards and programmes for certifying training facilities, and the various examinations to be taken by Crew members.
- Monitor training programmes and facilities, as well as technical performance evaluation on simulators and other training devices.
- Develop educational and awareness programme on the impact of human factors on aviation safety.
- Develop and set procedures for inspections, monitoring and audit of operators for the purpose of evaluating the implementation standards of the relevant Annexes to the ICAO Convention and associated documents.
- Liaise with the Director for all training inspection assignments under his unit.
- Assist in appointing inspectors for training inspections
- Draw up Annual Inspection Programme for training facilities and monitoring of training in progress to ensure Compliance with Regulatory Standards
- Ensure that effective filing system exists in his section.
- Monitor day-to-day administration of inspector duties under his section.

3.3.4 Qualification/Method of Entry

- A minimum of **10 years** as Airline Captain and must have been a Training Captain, Flight Instructor, Instrument Rating Examiner and Simulator Instructor with a minimum of 10 years in Management position.
- Basic qualification must be ATPL

3.3.5 Training Programme

- Advance Management Courses
- Safety Oversight Appreciation
- Chapter 6, courses as for FOIs

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3.4 FLIGHT OPERATIONS INSPECTORS

3.4.1 Functional Reporting Relationships

GENERAL MANAGER, OPERATIONS
GENERAL MANAGER, STANDARDS

3.4.2 Duties and Responsibilities

- Determine the operational safety of the operator
- Conducting routine inspection on schedule
- Identifying and advising operators of deficiencies
- Submitting report of inspection
- Investigating violations
- Coordinating with other CAA Inspectors
- Assessing the AOC applicants submission for certification
- Inspect simulators and observe training of the operators' crew
- Conduct flight checks to determine flight crew competence.

3.4.3 Qualifications/Method of Entry

- Must be qualified and current on the type of aircraft applied for and experienced on comparable routes to the route expected to conduct inspections.
- Must possess a broad air transport background of a minimum of 12 years with not less than 5000 hrs as pilot-in-command experience of operating air transport military or civil.
- Must possess experience in technical training including visual aids, training devices and aircraft simulators
- In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.
- Previous appointments either in operational management as an Airline Pilot or Training Instructor, or as a Military Pilot where experience in air transport operations would have been acquired will be an advantage.

3.4.4 Training Programme

Refer to Chapter 6

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3.5 GROUND OPERATIONS INSPECTORS

3.5.1 Functional Reporting Relationships

GENERAL MANAGER, OPERATIONS
GENERAL MANAGER, STANDARDS

3.5.2 Duties and Responsibilities

- Determine the operational safety of the operator
- Ramp Inspection
- Station Inspection
- Inspection of Flight Operations Base
- Ground Operations Inspections
- Conducting routine inspection on schedule
- Identifying and advising operators of deficiencies
- Submitting report of inspection
- Investigating violations
- Coordinating with other CAA Inspectors

3.5.3 Qualifications/Method of Entry

- Should possess a Flight Dispatcher License and a broad air transport background of a minimum of 10 years experience in operations of air transport, military or civil.
- Must possess experience in technical training programme development including visual aids, design of procedures, instructional techniques, training devices, aircraft mock-ups and supervision.
- In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.
- Previous appointments either in operational management as an Airline Pilot or Training Instructor, or as a Military Pilot where experience in air transport operations would have been acquired will be an advantage.

3.5.4 Training Programme

Refer to Chapter 6

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3.6 CABIN SAFETY INSPECTORS

During the certification of operators, they review and recommend for approval safety and emergency procedures outlined in flight operations manuals, safety and emergency equipment on board aircraft, the cabin crew manuals, cabin crew training programs, and cabin emergency evacuation trainers.

The purpose of cabin safety inspections is to isolate systemic faults, not individual crew member inadequacies, and as such, cabin safety inspectors incorporate a systems approach in the way business is conducted with the operators.

3.6.1 Functional Reporting Relationships

GENERAL MANAGER, OPERATIONS
GENERAL MANAGER, STANDARDS

3.6.2 Duties and Responsibilities

- Conducting routine inspection on schedule
- pre-flight cabin(ramp)
- in-flight cabin inspections (enroute)
- training inspections
- Identifying and advising operators of deficiencies
- Submitting report of inspection
- Investigating violations
- Coordinating with other CAA Inspectors

3.6.3 Qualifications/Method of Entry

- Must be qualified on at least one type of aircraft and experienced on comparable routes to the route expected to conduct inspections.
- Must possess a broad air transport background of a minimum of 5 years.
- Experience in technical training programme development including visual aids, design of procedures, instructional techniques, training devices, aircraft mock-ups and supervision will be of advantage.
- In addition to proven integrity, should possess qualities of initiative, tact, tolerance and patience.

Cabin Safety Inspectors are required to maintain flight attendant qualifications however they may not act as operating flight attendants or crew members.

3.6.4 Training Programme

Refer to Chapter 6

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3.7 AVIATION SAFETY INSPECTORS

Aviation Safety Inspectors comprise of Flight Operations Inspectors, Ground Operations Inspectors and Cabin Safety Inspectors within the Directorate. Duly designated Inspectors/Examiners also come under this grouping.

3.7.1 Specific Duties and Responsibilities

ASIs will carry out the following duties:

- Certification of Air Operators
- Issuance of AOC and related OPSPECS
- Surveillance of AOC holders
- Approval of MEL
- AOC Audit Inspections of Operators
- Approval of Operator's Operations Manuals
- Approval of training programmes
- Follow-up Action on Incident Reports
- Ramp Inspection
- Accident Investigation
- En-route inspection
- Station Inspection
- Cabin Inspection
- Approval of training and Training Manuals
- Approval of courses (Syllabii)
- Appointment of Designated Examiners
- Approval of specialized Operations – e.g. ETOPS, CAT II, MNPS, etc
- Flight Operations Inspections
- Ground Operations Inspections
- Cabin Safety Inspections
- Approval of Technical Handling Companies
- Evaluation/Approval of Simulators and STDs
- Conducting Proficiency Checks
- Inspection of Flight Operations Base (Lease and ½ yearly Audits)
- Approval of Aircraft Operating Manuals (AOM)
- Implementation of ICAO SARPs
- Ensuring compliance with the Nigeria CARs
- Approval of Training institutions other than airlines (ATOs)

NOTE

The Director, General Managers, and other Heads, when necessary, shall function as Inspectors/Examiners as well as perform their administrative duties.

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3.8 SCHEDULE OF DUTIES IN THE REGIONAL OFFICES

1. Carry out inspections of operators for the issuance of AOC and OpSpecs in the region.
2. Vetting of application for the renewal and variation of AOC and OpSpecs and referring the same to headquarters for further necessary action.
3. Follow up action on Mandatory Occurrence Report (MOR) and report same to Headquarters.
4. Processing applications for approval of training organizations and forwarding same to headquarters for further necessary action.
5. Generally, surveillance of civil aviation activities as regards operations in their area of jurisdiction for compliance with provisions of the Air Navigation Regulations and other pertinent operating regulations.
6. Supervising Aviation Training Organizations (ATOs) in the region and furnishing of regular (Quarterly) reports on their status.
7. Enroute and station inspections as planned within the directorate programme of such inspections.
8. Holding quarterly meetings with the DOT on activities of the region.
9. Any other duties as may be assigned by the DOT.

3.9 PROCEDURES FOR COORDINATION AND STANDARDISATION OF REGIONAL OFFICES

1. The Head of Operations in the regional offices will report to the General Manager, Operations on all operational matters or as directed by the DOT.
2. Regional offices shall not perform functions except those that are prescribed by the DOT in the regions' schedule of duties or as directed/approved from time to time.
3. Regional offices shall maintain copies of operators' AOC, AOC reports and manuals submitted for such exercises in their region.
4. Regional offices shall keep copies of relevant operators manuals and aircraft documents such as AFM, MMEL, FCOMS, etc.
5. Undertaking of any overseas assignments shall be approved only by DOT at Headquarters.
6. The regional office shall submit a detailed work/surveillance programme of the AOC holders and other aviation organizations in its area. Officers from the Headquarters may be assigned to join them for some exercises.
7. The leave roster of officers in the regional offices should be submitted to the headquarters at the beginning of the year (latest by 31st January) so that reliefs may be planned as necessary.
8. Posting of officers to the regional offices may be reviewed every two years.
9. All operational functions shall be conducted in accordance with the operations Policy and Procedures Manual, Operations Inspectors Handbook (TGM) and operations checklists and forms to ensure standardization.
10. Audit of the regional offices will be conducted at least once a year to ensure procedures are adhered to.

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CHAPTER 4

DANGEROUS GOODS UNIT

4.1 Specific Duties and Responsibilities

- To monitor and enforce compliance with Nig. CARs Part 15, provisions of Annex 18 to the Chicago convention and ICAO Technical Instructions for the safe Transportation of Dangerous Goods by Air, and to prepare and submit variations to the Technical Instructions on behalf of Nigeria where necessary. Inspection, surveillance and enforcement procedures with a view to achieving compliance with the Dangerous Goods Regulations as contained in Nig. CARs 9 and 15.
- This Unit shall participate in co-operative efforts with other contracting states concerning violations of DGs regulations with the aim of eliminating such violations. Take measures as it may deem appropriate to achieve compliance with the DG regulations including the prescription of appropriate penalties for violation with the aim of preventing the recurrence of Dangerous Goods accident and incidents.
- The Dangerous Goods unit shall establish procedures for investigating and compiling information concerning such accidents and incidents which occur in Nigeria territory.
- Dangerous Goods unit shall promote the safe conveyance of Dangerous Goods by air and coordinate with the Accident Investigation Bureau (AIB) on any matter connected with the safe conveyance of Dangerous Goods by air.

4.2 Designation of Dangerous Goods Programme Coordinator (DGPC) AND Deputy Dangerous Goods Coordinator (DDGPC).

- The Dangerous Goods programme coordinator shall be designated by the Director General through the Director of Operations and Training.
- There shall also be appointed a Deputy Dangerous Goods Coordinator who shall act and cover duties in the absence of the DGPC.

4.3 Dangerous Goods Programme Coordinator’s Duties & Responsibilities

- Coordinate the affairs of the Dangerous Goods Unit of the Nigerian Civil Aviation Authority.
- Develop and implement the NCAA Dangerous Goods programmes in accordance with requirements of the Nig. CARs 9.5 and the ICAO Technical Instructions DOC 9284.
- Shall report to the Director General through the Director of operations and Training.
- Approval of Dangerous Goods Personnel training.
- Approval of Dangerous Goods Manuals and Training programmes.

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- Making recommendation concerning appropriate enforcement action.
- Recommendation for amendments/revision of Dangerous Goods regulations.
- Exercising and planning continuing surveillance and inspection programme of Dangerous Goods transportation by air.
- Monitoring and follow-up on Dangerous Goods carriage discrepancies, incidents and accidents.
- Issuance of specific authorizations, limitations, exemptions with Director General's permission.
- Develop and set procedures for inspections, monitoring and audit of entities involved in transportation, conveyance and storage of Dangerous Goods.
- Prepare and submit variations/differences to the Technical Instruction on behalf of Nigeria.
- Any other official assignment directed by the DG, or DOT on Dangerous Goods.
- Advice DG through the DOT on Dangerous Goods issues Identified.
- Approval of DG instructor and DG Training Institutions.

4.4 Designation of Dangerous Goods Inspectors (DGI)

The NCAA DG Inspectors shall be designated from amongst Aviation Safety Inspectors by the Directors of Dangerous Goods designated Directorates:

- Directorate of Operations and Training
- AVSEC Department under the Director General's office

4.5 Dangerous Goods Inspectors Duties and Responsibilities

- Conduct air Carrier and Suppliers Dangerous Goods Inspections.
- Respond to Dangerous Goods accidents, incidents and discrepancy reports.
- Periodically observe loading and unloading of DG.
- Propose changes to DG Regulations (amendments/improvements).
- Inspection of Operators or Shippers storage facilities.
- Monitoring of Dangerous Goods training.
- Evaluation of Dangerous Goods manuals for approval.
- Evaluation of Dangerous Goods Training Programme.
- Evaluation and recommendation for the granting of Dangerous Goods authorizations, approval and exemption.
- Write inspection reports or enforcement cases.
- Conduct Dangerous Goods Investigations.
- Monitoring of trends identified in inspection for the purpose of risk management.
- Participate in seminars, workshop, outreach and education awareness campaign on the safe transportation of Dangerous Goods.
- Forward Dangerous Goods information and advice as applicable to DGPC.

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- In addition, the Dangerous Goods inspector is authorized for Inspection purposes of the following:
 - Aerodrome including Hangars.
 - Premises where goods intended for conveyance by air are made produced, manufactured.
 - Premises where goods or baggage intended for conveyance by air are packaged, held or received.
 - Premises where goods or baggage are received after being conveyed by air.
- Inspection of Aircraft, vehicle, freight container or Unit Load Device used for the conveyance of Dangerous Goods in order to ensure compliance with the provision of Civil Aviation Acts, Nig. CARs and ICAO 9284.
- The Dangerous Goods Inspector is authorized to request any person to produce or furnish him/her with all documents and information relating to Dangerous Goods or baggage in so far as this may be necessary for the proper execution of his or her functions.
- Dangerous Goods Inspector is authorized to order that suspected Dangerous Goods not in good condition or package to be detained and not be loaded for transport in an aircraft if deemed necessary in the interest of safety. This includes goods which may constitute a danger or potential danger to persons, aircraft or any other property.
- Dangerous Goods inspector is authorized to search at any time:
 - Any baggage, consignment, freight container or unit load device presented or accepted for conveyance by air.
 - Any baggage consignment, freighter container or unit load device perceived after being conveyed by air.
 - Any person who has disembarked from an aircraft or who intends to board an aircraft, or the baggage or personnel possession of such person in order to ascertain whether dangerous Goods have been or able to be conveyed by air. All such searches shall be conducted with strict regard to decency and order.
 - A person shall be searched only by a person of the same gender.
 - Ensure that the mass, quantity or composition of the following Dangerous Goods comply with the requirement and standards as prescribed in DOC 9284.
 - ❖ Goods or baggage offered or presented for conveyance in any consignment.
 - ❖ Passenger baggage.
 - ❖ Freighter container or unit load device.
 - ❖ Stores conveyed by the owner of an aircraft, or his/her agent.
 - ❖ Goods/baggage on board an aircraft, comply with the requirements as prescribed in DOC 9284.
- The Dangerous Goods Inspector should see that the requirement and standards as prescribed in DOC 9284 are complied with regarding the separation of the classes of Dangerous Goods in storage areas, unit load devices, vehicles and aircraft.

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- The Dangerous Goods Inspector can require that goods to be offloaded from an aircraft if the requirements and standards referred to above are not complied with.
- Request for inspection of any document relating to a consignment intended for conveyance by air or which has been conveyed by air or any other document specified in DOC 9284.
- Question any person handling Dangerous Goods to ascertain whether that person complies with the provision of the civil aviation act, Nig. CARs Part 15 and Doc. 9284 relating to handling of such Dangerous Goods.
- Verification and Validation for foreign certificates.
- Monitoring AVSEC screeners to detect prohibited items and dangerous goods in passenger cabin and check in baggage.
- Ensure that ground personnel of airlines and cargo agents involved in handling of dangerous goods are adequately trained and retrained.
- Ensure air operators and cargo agents develop a Dangerous goods training programme
- Ensure that flight crew are adequately trained and retrained.
- Processing of application for carriage of dangerous goods.
- Processing of application from training organizations to conduct dangerous goods courses.
- Ensure loading restrictions on flight deck and for passenger aircraft are complied with.
- Ensure that Pilot-in-Command is provided with written information before departure (NOTOC).
- Inspection of aircraft for damage or leakage of dangerous goods on board.
- Ensure information is provided by operators to employees on dangerous goods.

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CHAPTER 5

MANPOWER RESOURCES AND RECRUITMENT

5.1 INTRODUCTION

Being the apex aviation organization in Nigeria, it is important that the NCAA select only people with integrity and commitment to the core values of the Authority. DOT planning, recruitment and utilization of human resources will be the primary responsibility of the NCAA management, with DOT providing technical expertise in this regard.

5.2 EVALUATION

All candidates for employment are required to submit an application letter and will be subject to background checks and a rigorous interview process. The process will ensure that certain categories of persons are identified and excluded from appointment. Persons with the following profiles will be automatically excluded from recruitment:

- evidence of debased values
- bad accident/incident history
- record of safety violation
- suspicious or dubious attitude
- history of lack of professional competence
- history of rejection by the aviation constituency

5.3 APPOINTMENT

Appointments will be based on the suitability of candidates for particular positions. However, NCAA will at all times strive toward achieving the affirmative action and equal opportunity targets as determined by the Board from time to time.

Staff may be appointed when positions/posts are available and in the following categories by NCAA

1. Permanent Staff
2. Contract Staff
3. Part-time Staff/Designated Inspectors
4. Temporary Staff

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5.4 TRAINING

To maintain the required level of expertise expected DOT inspectors must have Initial Training to execute the task required by the Authority. The initial inspector training will include On-The-Job training prior to being assigned tasks.

Recurrent training must also be done to maintain the required level of proficiency required to function as a controlling Authority. The Directorate will ensure that its inspectors receive relevant professional enhancement training and specialized training in specific fields requiring expert involvement.

Training records for each individual inspector will be maintained on file. The records shall consist of one file folder for each inspector containing other personal details.

The matrix in Appendix 1 provides details of the Directorates Training Programme.

5.5 DESIGNATION OF INSPECTORS AND CHECK PILOTS/FLIGHT ENGINEERS

When the need arises or upon request, inspectors and Check Pilots/Flight Engineers will be designated in accordance with the provisions of the regulations to help meet the certification work load that exceeds the capacity of the inspectorate work-force.

All designated inspectors performing certification of operators, crew members and operator flight operations personnel shall meet the same minimum qualification requirements as detailed for Aviation Safety Inspectors in this manual. In addition, Authorized Check Pilots/Flight Engineers shall meet the requirements in TGM VOL .3 Operations Inspector Handbook Chapter 19.

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CHAPTER 6

GENERAL PRACTICES AND PROCEDURES

6.1 IMPORTANT:

DOT TECHNICAL PROCEDURES/REQUIREMENTS ARE CONTAINED IN THE FOLLOWING DOCUMENTS:

- ICAO ANNEX 1
- ICAO ANNEX 6
- ICAO ANNEX 8
- ICAO DOC 8335
- TGM VOL 3 OPERATIONS INSPECTOR HANDBOOK

In all states, it is necessary to establish some form of Operations inspection organization to meet the requirements set forth in the Convention on International Civil Aviation and in particular, ICAO Annexes 1, 6 and 8. The structure of the safety oversight organization within the NCAA hereinafter referred to as the Directorate of Operations and Training, is a function of the level and scope of aviation activity within Nigeria. The primary responsibilities of DOT cover all matters concerning the certification and surveillance of airline operators, including training of personnel.

Amendments to the Policy and Procedures Manual are issued from time to time, as the need arises, so that all concerned will be adequately informed of acceptable current procedures and practices applicable to the various duties to be performed.

The Policy and Procedures Manuals will be kept up to date by issuing new and appropriate revision material to current holders, when it is found necessary.

6.2 CREDENTIALS

All inspectors authorized to conduct surveillance are issued appropriate credentials identifying them as inspectors employed by NCAA. A sample inspector credential is presented in Appendix 2.

6.2.1 Precautions Against Public Discussion of The Directorate

In expressing opinions or in giving advice or information to people in the aviation industry with respect to aircraft operations, the official must remember that as a representative of the NCAA, the AUTHORITY could be judged by the measure of his own integrity, common sense and conduct. He can do much to promote aviation and good will for the Authority by giving sound advice or giving good useful information, but can do much harm by expressing biased personal opinions or making derogatory remarks.

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6.2.2 Opinion Concerning Flight Operations and Training

During the normal course of duty, DOT personnel acquire considerable information concerning the comparative quality of Flight Operations and Training practices. As a result, the personnel may frequently be asked to express opinions or be inclined to voluntarily offer opinions with regard to such services. The inspector can discuss actual matters pertaining to services and aircraft operation, but shall not, under any circumstance, make derogatory remarks or express opinions which may lead a public listener to believe that the official is biased or holds some service or product in higher regard than other services or products. He may often be inclined to direct attention to services of which he believes to be better than other services and to aircraft product which he considers superior to other products. He must exercise extra caution to curb this inclination.

Officials may frequently be asked by owners, operators and repair agencies to recommend sources of supply for aircraft parts services and material or sources of maintenance and alterations. When requested to provide such information, the official is encouraged to be as helpful as possible, but must be completely unbiased and impartial. When providing such information, the inspector is particularly cautioned against recommending any single source or product where more than one source or products are involved. The inspector should refer the person seeking such information to appropriate trade journals, pamphlets, and any other source of information available to the aviation public. He should also encourage the person to contact other user, owners or operators to find a wider selection of sources. In this regard, as with the expression of opinions noted in the foregoing paragraph, the official must not show partiality or bias in his recommendation.

6.2.3 Interpretation of Civil Aviation Regulations

General

There will be many times in an official's daily work routine when he is asked for an interpretation of a rule. It is to be expected that industry treat this reply as the NCAA position on that rule. To prevent improperly researched or invalid interpretation of the Nigeria Civil Aviation Regulations, it is essential that all interpretations be coordinated with the office of the Director, DOT. If an official has knowledge or technical interpretation of some particular regulation, he shall present that interpretation. Procedures pertaining to day-to-day operations which are obviously covered by a regulation and are known by official in their daily surveillance activities can be freely and routinely discussed. However, if an official is asked for an interpretation about a regulation that applies to a subject outside of his field of expertise and for which there is no written guidance, the official should make a written request for interpretation so it can be incorporated within the DOT. Good judgment must be exercised in this matter and particular care must be taken on regulation interpretations that may, due to public interest, appear in newspapers, periodicals or be presented in discussions with industry groups.

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6.2.4 Oral Authorizations

DOT officials shall not make oral agreements or grant oral authorizations or approvals when existing instructions provide for written authorizations or common sense dictates that the commitment should be in writing. In this connection, it is desirable to have operators or other interested persons confirm in writing what they propose to do about unsatisfactory conditions called to their attention by an official. Such written confirmation shall serve to protect the official and to support any subsequent action.

6.2.5 Exemptions

When an Exemption from the requirements of the Regulations is required, the following documents must be obtained:

- (a) written request from the air operator;
- (b) justification for such request from the air operator;
- (c) a copy of an agreed date for the duration of the exemption; and
- (d) DOT approval for such request.

Should an extension be required to an existing Exemption, please ensure that you have some lead time in order to have the exemption processed before the exemption expires.

Air operators requesting such exemptions should be advised not to call Headquarters in this matter in order not to create confusion.

6.2.6 Interpretation of the term "Airworthy"

A clear understanding of the term "airworthy" is essential for use in the Authority's enforcement program. Basically, two conditions should be met before an aircraft can be considered airworthy.

- (a) The aircraft must conform to its type design (certificate). Conformity to type design is considered attained when required and proper components are installed and they are consistent with the drawings, specifications and other data that is a part of the type certificate. Conformity would include applicable supplemental type certificates and approved modifications.
- (b) The aircraft must be in a condition for safe operation. This refers to the condition of the aircraft with relation to wear and deterioration. Such conditions could be skin corrosion, window delamination /crazing, fluid leaks, tire wear, etc.

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6.3 Correspondence with Industry

6.3.1 Formal Correspondence

The official should judge the need for writing a formal letter by the following criteria: if he can get job done satisfactory by telephone/fax, personal contact or by doing the investigation, check or review what his job normally requires him to do, then a formal letter should not be used. All letters to the industry must be cleared by the respective ASI, GM or Director. In any case, a copy should be filed at the GM's office.

6.3.2 Quality of Correspondence

When an official must write a letter to a person, operator or agency, he should observe the basic rules of letter writing. These rules should include accuracy, conciseness and brevity but say what has to be said. Above all, the official should write the type of letter that he would like to receive.

6.3.3 Responding to Written Notifications or Complaints

Written notifications or complaints from the public or organizations, should in all cases be answered in writing. The response, whether in final form or as an acknowledgement, should be sent to the person or organization involved within a period of 10 working days from the date such notification or complaint was officially received.

If the receiving official is not primarily responsible for the entity involved, the notification should be immediately forwarded to the appropriate department.

Final letters of reply should respond directly to the issues cited in the notification. After investigating the case as required, the final response should be factual, courteous, concise and free of generalities.

Before replying to letters concerning particularly sensitive or significant issues, the responsible official should discuss the form and manner of response with his appropriate supervisors.

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6.4 EXTERNAL TASKS

6.4.1 Standard Tasks

To each procedure a normal time and cost will be allocated by the Sectional Head. The cost would normally be obtained from NCAA FEES schedule to the Nigeria CARs while the time allocation will be based on the average time required by a competent official to accomplish the task. When more than one official is required to perform the task, the time spent by each should still be recorded on the time sheets, but in order to avoid confusion, there should be good communication between officials to ensure that there is sufficient traceability of matters and outstanding requirements.

The steps in performing standard tasks should include:

- (a) Identify relevant procedures to accomplish task
- (b) Perform task according to procedures
- (c) Record client's name if not on a known list available to the Sectional Head then attach a separate page with client information to the time sheet.

6.4.2 Industry Monitoring

Scheduled surveillance is that anticipated and planned for in the annual work programme which is accomplished during the normal scheduled work period. Other surveillance activities may be required of general aviation activities such as air shows and aerial work. Emphasis should be placed on surveillance of those operators and activities which have the greatest potential effect on public safety.

6.4.3 Projects

Standard tasks which exceed the allocated time and expenses for the procedures due to client delays or additional requirement by more than 3 hours chargeable time would be handled as projects.

The general procedures regarding projects are:

- (a) Inform client of cost implications
- (b) Obtain project number from Sectional Head who might also allocate other personnel to the project and assign a responsible person.
- (c) The responsible official should open a project control sheet with fields for data entry. Completion of this form would be done in chargeable time to the client.

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- (d) Record project identification, time spent and procedures used on time sheet.
- (e) For projects lasting longer than one day, the projects control sheet and time sheet should be updated whenever additional time is spent on the project.
- (f) On the completion of the project, the responsible person must record the total costs on the project control sheet.
- (g) After the completed project control sheet has been signed off, it should be submitted to the project manager for invoicing of the client
- (h) The responsible person must keep a duplicate copy of the completed project control sheet for a period of one year.

6.5 INTERNAL TASKS

6.5.1 General Office Duties

Typical tasks to be regarded as general office duties include:

- (a) Time sheets: Each office shall submit a time sheet (monthly achievement) form every month which contains information on inspections and how time was utilized. The minimum office time to be accounted for is 40 hours per week.
- (b) Meetings: Attendance of meetings or phone calls non-chargeable time.
- (c) Travel related: Travel arrangements, transport and the completion of subsistence and travel claims not chargeable to a client.
- (d) Other administrative tasks: Computer related tasks/housekeeping.

6.5.2 Courses/Seminars

- (a) This is planned and implemented by the office of the Director assisted by GMs or Training Coordinator and Training Committee.
- (b) The Directorate's Training programme is prepared annually based on a budget to encompass all areas of training required for each inspector.
- (c) Written requirements and explanation of the course must be provided by the Training Coordinator.
- (d) Copies of brochures on course content and time span must be provided.
- (e) Proof of costs must be provided.
- (f) Apply for permission to go on a course or seminar by submitting written memo to DOT through Departmental Heads.
- () Course time, course description and course report/assessment must be provided at the end of the course.

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6.5.3 Leave

- (a) Apply for leave on relevant form in consultation with head of section.
- (b) Record time and type of leave (Holiday, sick or special) on time sheet

6.5.4 Record Keeping and Related Reports

Records must be well kept by all departments of DOT and a file shall be established and maintained for each certified organization/operator.

The information on the file will include at least the following:

- (a) All documents finally approved as part of a file.
- (b) Copies of correspondences with the certificate holder
- (c) Copies of inspection and surveillance reports
- (d) Any letters issued on suspension or cancellation of the certificate

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CHAPTER 7
TRAINING PROGRAMME OUTLINE

COURSE TITLE	FOI	GOI	CSI	PERIODICITY
<u>BASIC TRAINING</u>				
Indoctrination	👍	👍	👍	Once only within 30 days of employment
Certification	👍	👍	👍	Within first year of employment
Surveillance / audit	👍	👍	👍	Within first year of employment
Investigation	👍	👍	👍	Within first year of employment
<u>REFRESHERS/ENHANCEMENTS</u>				
Inspector Refresher Training	👍	👍	👍	Once every 36 months
Recurrent Training on aircraft type	👍			Once every 24 months
Technical Report Writing course	👍	👍	👍	Once every 36 months
Seminars, Workshops and conferences	👍	👍	👍	Once every 36 months
Human Factors and Performance Course	👍	👍	👍	Once every 36 months
Compliance and enforcement procedures course	👍	👍	👍	Once every 36 months
Safety Management Systems course	👍	👍	👍	Once every 36 months
<u>*SPECIALIZED TRAINING FOR SELECTED FUNCTIONAL INSPECTORS</u>				
Specialized Training	👍			Once only
Management Course	👍	👍	👍	Once only
Dangerous Goods	👍	👍	👍	Once every 24 months
Cabin Safety/Aircraft Recurrent Training			👍	Once every 24 months
Ditching, evacuation, fire fighting			👍	Once every 24 months
Instructor Courses				Once only
Dispatchers		👍		Once every 24 months

*Specialized training includes: EDTO, RVSM, PBN, FRMS, EFB etc



7.1 INSPECTOR TRAINING SYSTEM (ITS)

Inspector Training System (ITS) is a comprehensive national training program for Flight Standards Inspectors. It is a single integrated program which provides oversight and management of inspector development from new-hire status through retirement from the NCAA. The program is systematic and structured to provide for the delivery of an effective ICAO compliant program at minimum cost. It is intended to prepare experienced professionals from the aviation industry for their new role as government Aviation Safety Inspectors.

This training program specifies the minimum initial training requirements that must be completed for Operations Inspectors. The training required for any individual inspector is based upon the specific Job Function that the inspector is assigned.

Within the Formal Training Profiles the Job Function have been divided into nine training categories that represent the principal ICAO subject areas for Flight Standards Inspectors. Each training category includes a listing of all possible Job Tasks. These same training categories are used consistently throughout the ITS system. Training categories one through five are normally considered as core courses that are mandatory all inspectors to qualify as Principal Inspectors. Each formal course has associate Job Task. An On-the-Job Training (OJT) is required to qualify an Inspector as qualified for that specific Job Task.

The training categories are as follows:

1. Indoctrination
2. Certification
3. Surveillance
4. Personnel Licensing (Not in Operations Department)
5. Investigations
6. Job Skills
7. Aircraft Dispatcher
8. Cabin Safety
9. Management

1. Indoctrination

Training courses in this category are designed to provide a new employee with the history of the NCAA, ICAO obligations, normal office procedures, ethics standards, computer skills, use of software, information technologies, and administrative procedures related to such things as time and attendance, leave, pay, retirement, conduct and discipline, etc.

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2. Certification

Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the certification of air operators and aircraft maintenance organizations. Courses of this type include:

- a. Government Safety Inspector (GSI) Operations;
- b. FAA Air Operator Certification (Operations) International; etc

3. Surveillance

Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the surveillance or inspection of the aviation industry. One of the most significant duties of the CAA is to conduct surveillance in all areas of air transportation. The primary objective of surveillance activities is to provide the NCAA with accurate, real-time, comprehensive information for the evaluation of the safety status of the air transportation system. Courses of this type include:

- a. Audit Technique;
- b. Safety Oversight Flight Inspectors (Operations), etc

4. Personnel Licensing

Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the licensing of flight and ground personnel as required by State regulations. These will normally include pilots, mechanics, flight engineers, dispatchers, etc. Courses of this type include:

- a. Government Safety Inspector (GSI) Personnel Licensing

5. Investigations

Training courses in this category are designed to provide the knowledge and skill that are required to be successful in the performance of Job Tasks related to the investigation of aircraft incidents, accidents, and violations. Courses of this type include:

- a. Resolution of Safety Concern;
- b. Aircraft Accident Investigation;
- c. Human Factors;

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6. Job Skills

Training courses in this category include many subjects that will enhance an Inspector's knowledge and skill in any work related area. This will include such things as:

- a. systems training;
- b. advanced techniques, new technologies;
- c. safety management;
- d. communications skills;
- e. computers;
- f. report writing, etc.

7. Aircraft Dispatcher

Training courses in this category will prepare an Inspector for advanced responsibilities in the areas of aircraft dispatch, long range flight planning, load control, ground handling, meteorology, etc. Courses of this type include:

- a. Aircraft Dispatcher Job Functions for ASI;
- b. Aircraft Performance courses;
- c. Ground Handling Operation Courses;
- d. Dangerous Goods Regulation etc.

8. Cabin Safety

Training courses in this category will prepare an Inspector for advanced responsibilities in the areas of cabin safety, aircraft equipment, cabin crew procedures, etc. Courses of this type include:

- a. Initial Cabin Safety Inspector course;
- b. Ditching, Evacuation, Fire Fighting and Emergency Equipment Drills;
- c. Dangerous Goods Regulation etc

9. Management

Training courses in this category will provide an Inspector with the knowledge and skill that is required to function effectively as a supervisor, manager, training manager, or instructor. Courses in this category include Basic Supervisory Skills, Advanced Management Techniques, Instructor Training, Labor Relations, Conduct and Discipline, Systems Thinking, Strategic Planning, etc. Courses of this type include:

- a. Safety Oversight Managers Course;
- b. Advance Management System;
- c. Civil Aviation Management;
- d. Safety Management Training etc.

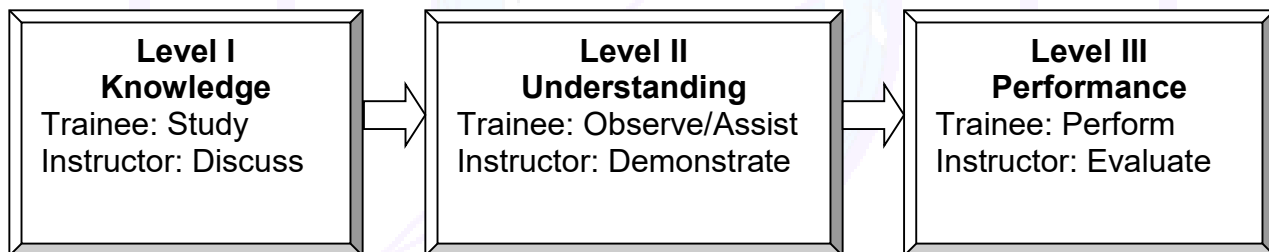
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7.2 On-the-Job Training

OJT is planned training conducted at a work site by an authorized instructor. This type of training provides direct experience in the work environment in which the employee is performing or will be performing on- the- job. On-the-Job Training (OJT) must be completed during initial training for every Job Task that an Inspector will be authorized to conduct without assistance. An Inspector must complete three phases of OJT instruction for each Job Task. This training must be accomplished under the direct supervision of the OJT Program Manager or an authorized OJT Instructor.

Structured OJT is a critical component of the ITS system. It is a core training process that is required in every Civil Aviation Authority (CAA) training program. An effective OJT Program fulfills the international obligations required of ICAO member States and contributes to the vision and goals of the national Civil Aviation Authority. The OJT Program is an essential part of inspector training and adds value to the overall Flight Standards training effort.

OJT is presented in three stages or Levels of learning:-

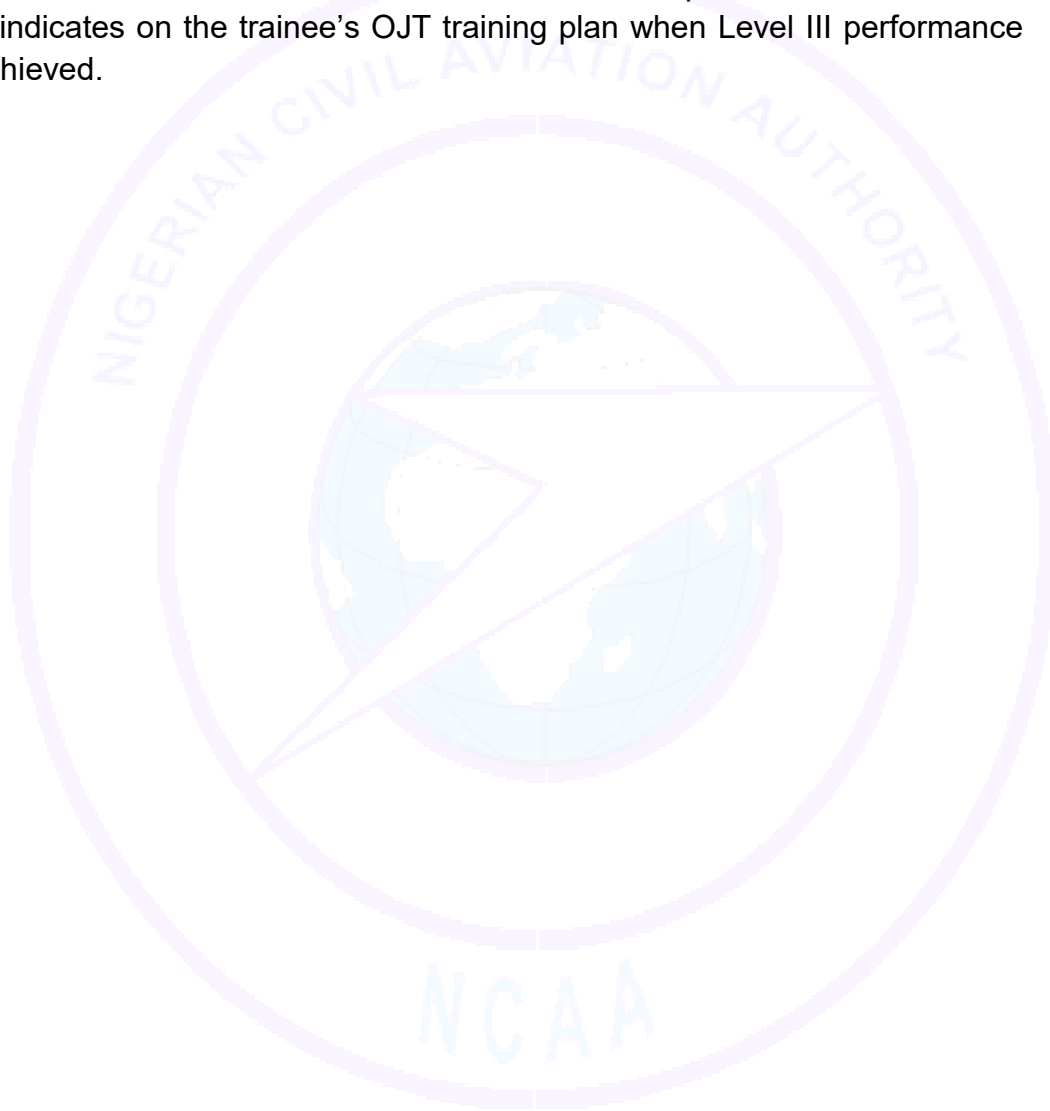


Level I: - Is basic background and knowledge of a task. Level I training is related to that body of knowledge associated with a specific job task. This knowledge is contained in orders, rules, guidance, and standards. Level I training typically involves a review of all reference materials applicable to the job tasks for which training has been identified. Level I training may be satisfied through classroom training or other delivery methods

Level II: - Is a further understanding of the function and conduct of the task, including observation or assistance of the task being performed. Level II training involves observation of the performance of specific job tasks. This training typically involves the trainee observing and/or assisting the OJT instructor in the performance of those specific job tasks for which the trainee will be held accountable. Level II training may be satisfied through appropriate classroom training that provides the opportunity for the trainee to observe and/or assist the instructor performing the task.



Level III: - Is where trainees actually perform the task themselves. These three levels provide for a progressive and structured field training experience for anyone who has a need to learn a new job task. Level III training involves the application of knowledge and skills to the performance of specific job tasks. Typically, the trainee performs the job task under the observation of a qualified OJT instructor. The instructor assesses the performance of the task and indicates on the trainee's OJT training plan when Level III performance is achieved.



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7.3 DANGEROUS GOODS TRAINING

To ensure compliance with ICAO requirement prescribed in Technical Instructions for the safe transportation of Dangerous Goods by Air (Doc 9284 Chapter 4) by all concerned in Nigeria, it is imperative that all Dangerous Goods Inspectors be trained and remain current for effective supervision and monitoring.

Required training shall include all courses stipulated under Category 6 of the prescribed Dangerous Goods training for all personnel in Chapter 4 Table 1-4 of Doc 9284.

- 1) General philosophy
- 2) Limitations
- 3) General requirements for shippers
- 4) Classification
- 5) Packaging requirements
- 6) Labelling and marking requirement
- 7) Dangerous Goods transport document and other relevant documentation
- 8) Acceptance procedure
- 9) Recognition of undecleared dangerous goods
- 10) Storage and loading procedures
- 11) Pilots' notification
- 12) Provisions for passengers and crew
- 13) Emergency procedures

In addition, the training shall include, but not limited to the following courses:

- 1) The Regulatory Framework (ICAO's Role)
- 2) ICAO Safety Oversight Audit and continuous monitoring approach
- 3) Critical Elements of Dangerous Goods
- 4) Interface between Annex 18 and Annex 6
- 5) Safety Management System for Dangerous Goods
- 6) NCAA Dangerous Goods organization
- 7) Initial Dangerous Goods Inspectors procedures
- 8) Introduction to ICAO Technical Instructions (Doc 9284)
- 9) Dangerous Goods operators/carriers training requirements
- 10) Dangerous Goods Exemptions and Approval
- 11) Dangerous Goods Inspection Technique
- 12) Full Dangerous Goods On The Job Training (4 weeks)

7.4 Recurrent (Dangerous Goods)

All Dangerous Goods Inspectors shall complete recurrent training every 24 months to maintain currency. A record of all training certificates shall be maintained in individual inspector's training files.

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APPENDIX I

SAMPLE INSPECTOR CREDENTIALS

FRONT

NIGERIAN CIVIL AVIATION AUTHORITY OFFICIAL CREDENTIALS		
PHOTOGRAPH	The person whose photograph & signature appear on this card is a duly accredited	
	FLIGHT OPERATIONS INSPECTOR	
Assigned to duties of Inspection, Investigation and Enforcement pursuant to sections 27(3), 30(3) and 53 of The Civil Aviation Act, 2006 and subsections 1.3.3.4, 8.5.1.14, 9.1.1.10, 9.1.1.11; 9.2.3.2(b)(3) and 10.1.1.5 of the Nigeria Civil Aviation Regulations. He/She is authorized to detain or stop any aviation activity in the interest of safety and must be given free and uninterrupted access to all areas of all aerodromes and all Nigerian registered and foreign registered aircraft operating within Nigeria in the performance of official duty.		
NAME	HOLDER'S SIGNATURE	

REAR

NCAA FORM 103- 2B	VALID UNTIL
ISSUED UNDER SECTION 27(3) OF THE NIGERIAN CIVIL AVIATION ACT	
IF FOUND PLEASE RETURN TO:	
NIGERIAN CIVIL AVIATION AUTHORITY AVIATION HOUSE MURTALA MUHAMMED AIRPORT P.M.B. 21038 IKEJA, LAGOS NIGERIA TEL/FA X 234-1-2790421	
 <hr style="width: 20%; margin: auto;"/> DIRECTOR GENERAL	



APPENDIX II

INSPECTOR QUALIFICATIONS

- 1) Before performing airmen certification and/or testing functions, an inspector must have completed the Inspector Training System (ITS) as referenced in Chapter 7. The inspector must hold valid and appropriate airmen certificate and type ratings corresponding to the job function.
- 2) All inspectors must have satisfactorily completed the applicable on-the-job training (OJT) in accordance with the ITS, "On-the-Job Training (OJT) of Aviation Safety Inspectors."

Training Requirements. In order for an operations inspector to perform job functions requiring the inspector to act as a required flight crewmember or safety pilot, the inspector must have met the following criteria as appropriate.

- 1) The inspector conducting check airmen shall adhere to the requirement of TGM Vol. 3 Chapter 19.
- 2) Inspectors assigned to flight crewmember, safety pilot or airmen certification duties in a simulator or aircraft, other than those requiring type ratings by type design, must complete one flight/simulator training course each 24 months in each aircraft category used for the job function.
- 3) Inspector assigned to flight crewmember, safety pilot, or airmen certification duties in a simulator, airplane, or rotorcraft requiring type ratings by type design, must complete at least one flight/simulator training course each 24 months in a type of aircraft for which that inspector is assigned.

Flight /simulator training courses should be scheduled in rotation for those inspectors who are assigned to more than one aircraft requiring a type rating. However, these inspectors should not be scheduled for more than one course every 12 months in an aircraft category.

Inspector conducting initial Check Airman evaluation shall comply with the requirement in this **TGM Vol. 3 Chapter 19** with type of aircraft the candidate is being evaluated.

Re-evaluation shall be conducted by an inspector who is current.

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- (4) Inspectors assigned to airmen certification duties in gyroplanes, gliders, or lighter-than-air categories of aircraft may satisfy the 24-months training requirements by completing a pilot-in-command (PIC) proficiency check in the appropriate aircraft category. Under these circumstances, if the trainee being checked fails any of the required maneuvers or pilot operations required to complete the check, the person giving the check may give additional proficiency flight time and practice to the trainee during the course of the check. At the completion of a check, the person giving the check will forward a report to the manager requesting the flight check with the pertinent details of the check and a recommendation for any further action.
 - (5) Inspector assigned to airmen certification job functions in turboprop airplanes must have completed the applicable ITS training. This requirement does not apply to inspectors who hold a type rating or meet the requirements in TGM OPS Chapter 15.
 - (6) Inspector training and/or qualification requirements to conduct inspection and surveillance job functions other than those specifically addressed in this manual are contained in the TGM Vol. 3 (Operations Inspector Handbook) appropriate to that job function.
- 3) Scheduling and training priorities. To allow the NCAA to manage limited flight training resources, and in consideration of programmed training quotas, the following priorities shall be followed in allocation of flight training.
- (1) Line inspectors assigned to airmen certification duties as a required flight crewmember/safety pilot will be scheduled for, and be given the **FIRST AND HIGHEST PRIORITY** for, flight/simulator training. NCAA will reprogram training quotas to ensure that line inspectors who have not received recurrent flight/simulator training within the past 24 calendar months for inspectors assigned to aircraft requiring a type rating, are given the first priority for any flight training available in order of their last training date.
 - (2) Inspectors who have indicated an intention to retire or terminate their service within the 6 calendar months after the month in which their flight training is due should not be sent to flight training. Inspectors in this category may be placed on a waiver to this requirement for up to 6 months.

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4) Letters of Authorization.

- (1) If an application is received for a practical test in an aircraft for which a rated and current inspector is not available, the NCAA may request in line with TGM OPS CHAPTER 15 a letter of authorization (LOA) in lieu of a type rating for an inspector who is deemed best qualified in an aircraft with similar characteristics. The provision is limited to those cases in which an appropriately rated inspector is not available.
- (2) The LOA must name the applicant(s) to be checked. Blanket authorization to the individual inspectors will not be issued.
- (3) Inspectors issued such an LOA shall conduct the practical test from an approved forward observer's seat unless circumstances preclude it. In such cases, specific permission to conduct practical flight test from a required crewmember seat must be granted in the LOA issued as in TGM OPS Chapter 15. An LOA on authorizing the conduct of a practical test from a required flight crewmember seat will only be issued to an inspector who meets the appropriate recency of experience requirements of Nig. CARs 8.10.1.21.

5) Inspector Status during Practical Tests.

- (1) The inspector is not PIC of the aircraft during the practical test unless acting in that capacity for the flight, or a portion of the flight, or by prior arrangement with the applicant or other PIC. To administer a practical test for an ATP certificate or a class or type rating on that certificate, or to administer an AOC holder proficiency flight check, an inspector occupying a pilot seat must be fully qualified and current to act as PIC in that aircraft. If an inspector acts as a required flight crewmember during a practical test, that inspector must possess at least a valid third-class medical certificate.
- (2) The inspector may observe the applicant's performance of autorotation to touchdown from the ground during certification practical tests in rotorcraft if the applicant is the sole occupant in the aircraft. Similarly, the inspector may observe, from the ground or another aircraft, the performance of aerial maneuvers by an applicant flying a single-control aircraft.
- (3) During practical tests given on aircraft requiring a flight crew of two or more, the inspector should give the practical test from the designed jump seat or place in the cabin from which the flight, crew coordination, and cockpit resource management can be adequately observed.

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- (4) If no jump seat is available, the inspector may exercise discretion in deciding which seat to occupy during the practical test. Aircraft seating configuration and the inspector's skills, limitations, recent experience, and qualifications should be considered.
 - (5) Any disagreements over the qualifications or experience of pilots occupying a pilot seat should be referred to the NCAA manager. Final decision shall be in accordance with pertinent law, regulation, and the Flight Standards Collective Bargaining Unit Agreement.
 - (6) Inspectors may observe free balloon flight tests from the ground, regardless of whether it is a single or multiplace balloon.
 - (7) If the inspector conducting a practical test assists an applicant during the test, for reasons other than maintaining the safety of the flight, such action would be disqualifying. Before beginning the practical test, the inspector should discuss these issues with the applicant as part of the overall practical test preflight briefing described in the IS 8.10.1.40.
- 6) Waiver Authority. NCAA may request individual inspector waiver to the flight training requirements of this manual in line with TGM OPS chapter. 15. The waiver will only be issued when the training has been requested but the courses were unavailable and a current and qualified inspector is not available. The waiver will be valid for a maximum of 6 months, and will not be reissued. Waivers are strongly discharged, and will only be issued after all efforts to obtain the required training have been exhausted. If circumstance warrants the issuance of a waiver, the inspector must be granted sufficient official duty time, not to exceed 8 hours, to refresh himself or herself on aircraft systems and procedures. All waivers shall expressly prohibit the inspector from occupying a required flight crewmember seat while performing duties under the authority of the waiver. The waiver provisions of this paragraph apply to ALL aircraft.

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APPENDIX III

SCOPE OF AUTHORISATION

The basis of issuing this authorisation to officer named below is that, he/she has been satisfactorily trained and certified to carry out the functions within the scope of the authorization matrix. X in column 4 indicates that the officer is authorized to carry out the function.

NAME OF AVIATION SAFETY INSPECTOR:
TITLE:

Serial No.	Functions	Limitation	Mark X as appropriate	Remarks
1	Flight Deck En-route Inspection			
2	Cabin En-route Inspection			
	Operational Control Inspection			
4	Flight Deck Ramp Inspection			
5	Aircraft Cabin Ramp Inspection			
6	Evaluation of Demo Flight			
7	Aircraft Acceptance/Operations Inspection			
8	Flight Crew Training Inspection			
9	Cabin Crew Training Inspection			
10	Multi-Plot/Crew Proficiency Check			
11	Crew Flight Duty and Rest Records			
12	Review of RSVM Operations			
13	Flight Crew Records Check Summary			
14	Check Pilot/Engineer (Authorisation or Inspection)			
15	Cabin Crew Records Check Summary			
16	Inspect Flight Preparation Records			
17	Evaluate Addition Of Same Make/Model Aircraft			
18	Evaluate Operations Manual			
19	Evaluation of MEL			
20	Evaluation of ETOPS Operation			
21	Evaluate Flight Sim Standards			
22	Station Inspection			
23	Base Inspection			
24	Operations Management and Support			
25	Airport Inspection			
26	Evaluate Training And Checking Manual			
27	Dangerous Goods Inspection			
28	Ditching Drill Inspection			
29	Evacuation Drill Inspection			
30	Fire Drill Inspection			
31	Evaluate Aircraft Operating Manual (AOM)			
32	Evaluate Dispatch Manual			
	Evaluate Security Manual			
34	Passenger Handling and Public Safety Inspection			
35	Commercial Agricultural Aircraft Operator			
36	Commercial Banner Towing			
37	Helicopter External Load Operations Inspection & Demo			
38	Continued surveillance of air operators certificate holder			



Serial No.	Functions	Limitation	Mark X as appropriate	Remarks
39	Member of Air Operators Certification Team			
40	Serve in technical and management committees for policy development			
41	Inspection/monitoring of fuel farms			
42	Approve Exit Row Seating Programme			
43	Approve a Carry on Baggage Programme			
44	Approve a Passenger Briefing Card			
45	Conduct an Emergency Evacuation Demonstration Inspection			
46	Conduct a Ditching Demonstration Inspection			
47	Evaluate a Flight Attendant Training Program			
48	Evaluate a Flight Attendant Manual			
49	Conduct a Ramp Inspection of Foreign Registered Aircraft			
50	Investigate a Report on Emergency Evacuation			

51	APPROVALS/ CERTIFICATES (Authorised to endorse the underlisted approvals):			
	(a) MEL APPROVAL			
	(b) OPS MANUALS APPROVAL			
	(c) AUTHORISED EXAMINERS			
	(d) EDTO APPROVAL			
	(e) RVSM APPROVAL			
	(f) PBN APPROVAL			
	(g) EFB APPROVAL			
	(h) FRMS APPROVAL			
	(i) LOW VISIBILITY APPROVAL			
	(j) TRAINING FACILITY APPROVAL			
	(k) SIMULATOR APPROVAL			
	(l) AOC RENEWAL/ISSUE			
	(m) TOWING BANNER/BALLOON			
(n) FOCC				

Authorisation Holder's Signature Specimen:

Inspector's Stamp Specimen

Recommended by:

Name:

Title:

Signature:

Approved by:

Director, Operations and Training

Date Issued

Revision No.: 0

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