



Flight Operations Standards Directorate
Commercial Air Transport Section - Aviation Training Organization – CRM Training Approval
CRM Training Manual Compliance List

• Aviation Training Organization Name			
• Inspector Name			
• Aviation Training Organization Focal Point	Name	Phone No.	E-mail

CHAPTER	CRM Training Manual Compliance List
0	Administration and Control of Manual
1	General
2	CRM Training Program
3	Procedures
4	Documentation and Storage
5	Quality Assurance Program
Appendix 1	CRM Training Program Training Records
Appendix 2	Staff Training Records



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CHAPTER 0	ADMINISTRATION AND CONTROL OF THE MANUAL
0.1	Introduction
0.2	System of Amendment and Revision



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CHAPTER 0	ADMINISTRATION AND CONTROL OF THE MANUAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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0	Administration and Control of Operations Manual
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0.1	Introduction
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a	A statement that the manual complies with all applicable regulations and with the terms and conditions of the applicable aviation training organization approval certificate	1.1045 App. 1 A 0.1 (a)					
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(1)	Aviation training organization shall ensure that the contents of the training manual, including all amendments or revisions, do not contravene the conditions contained in the aviation training organization approval certificate or any applicable regulations and are acceptable to or where applicable approved by CARC	1.1040 (b)					
(2)	Unless otherwise approved by CARC, or prescribed by national law, an operator must prepare the training manual in the English language.	1.1040 (c)					
(3)	Aviation training organization shall ensure that the training manual is amended or revised so that the instructions and information contained therein are kept up to date. The aviation training organization shall ensure that all training personnel are made aware of such changes that are relevant to their duties	1.1040 (g)					
(4)	Each holder of the training manual, or appropriate parts of it, shall keep it up to date with the amendments or revisions supplied by the aviation training organization	1.1040 (h)					
(5)	Aviation training organization shall supply CARC with intended amendments and revisions in advance of the effective date. When the amendment concerns any part of the training manual which must be approved in accordance with JCARs, this approval shall be obtained before the amendment becomes effective. When immediate amendments or revisions are required in the interest of safety, they may be published and applied immediately, provided that any approval required has been applied for	1.1040 (i)					
(6)	Aviation training organization shall incorporate all amendments and revisions required by CARC	1.1040 (j)					
(7)	Aviation training organization must ensure that information taken from approved documents, and any amendment of such approved documentation, is correctly reflected in the training manual and that the training manual contains no information contrary to any approved documentation. However, this requirement does not prevent an operator from using more conservative data and procedures	1.1040 (k)					



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CHAPTER 0	ADMINISTRATION AND CONTROL OF THE MANUAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
(8)	Aviation training organization must ensure that the contents of the training manual are presented in a form in which they can be used without difficulty. The design of the training manual shall observe human factors principles	1.1040 (l)					
(9)	Aviation training organization must ensure that all training personnel are able to understand the language in which those parts of the training manual which pertain to their duties and responsibilities are written	1.025 (a)					
(10)	Aviation training organization must make arrangements for the production of manuals, amendments and other documentation	App. 2 to OPS 1.175 (e)					
b	A statement that the manual contains training instructions that are to be complied with by the relevant personnel	1.1045 App. 1 A 0.1 (b)					
(1)	Aviation training organization shall ensure that the training manual contains all instructions and information necessary for the training personnel to perform their duties	1.1040 (a)					
(2)	Aviation training organization shall ensure that all training personnel have easy access to a copy of the training manual which is relevant to their duties	1.1040 (f)					
c	Explanations and definitions of terms and words needed for the use of the manual	1.1045 App. 1 A 0.1 (d)					



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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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0.2	System of Amendment and Revision
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a	Details of the person(s) responsible for the issuance and insertion of amendments and revisions.	1.1045 App. 1 A 0.2 (a)					
b	A record of amendments and revisions with insertion dates and effective dates	1.1045 App. 1 A 0.2 (b)					
c	A statement that handwritten amendments and revisions are not permitted except in situations requiring immediate amendment or revision in the interest of safety	1.1045 App. 1 A 0.2 (c)					
d	A description of the system for the annotation of pages and their effective dates.	1.1045 App. 1 A 0.2 (d)					
e	A list of effective pages	1.1045 App. 1 A 0.2 (e)					
f	Annotation of changes (on text pages and, as far as practicable, on charts and diagrams)	1.1045 App. 1 A 0.2 (f)					
g	Temporary revisions	1.1045 App. 1 A 0.2 (g)					
h	A description of the distribution system for the manuals, amendments and revisions.	1.1045 App. 1 A 0.2 (h)					



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CHAPTER 1	GENERAL
1.1	Organizational Structure and Responsibilities
1.2	Training Policy
1.3	Training Facilities
1.4	Internal Training Program
1.5	Training Personnel



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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.1	Organizational Structure and Responsibilities
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1.1.1	Organizational Structure
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a	Aviation training organization must satisfy CARC that its organization and management are suitable and properly matched to the scale and scope of the training;	1.175(g)(1)					
b	Organizational structure. A description of the organizational structure including the general company organigram	App. 1 1.1045 1 A 1.1					
c	Aviation training organization must have a sound and effective management structure. Nominated post holders must have managerial competency together with appropriate technical/operational qualifications in aviation	App. 2 to OPS 1.175 (a)					
d	Aviation training organization must have nominated an accountable manager (name) acceptable to the authority. The nominated an accountable manager has corporate authority for ensuring that all training activities can be financed and carried out to the standard required by the authority	App.1 1.1045 1 A 1.2 and 1.175 (h)					
e	The name of the nominated head of training	App. 1 1.1045 1 A 1.2 and 1.175 (i)					
f	A description of the functions and the responsibilities of the nominated head of training including name must be contained in the training manual and CARC must be given notice in writing of any intended or actual change in appointments or functions	App. 2 to OPS 1.175 (b)(1)					
g	Other than in exceptional circumstances, the authority must be given at least 10 days prior notice of a proposed change of a nominated post holder	1.185 (f)					



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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.1.2	Head of Training						
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a	A Head of training acceptable to CARC shall be nominated. The head of training responsibilities shall include ensuring that the training organization complies with JCARs requirements. This person is ultimately directly responsible to CARC.	AC - 28 - 01 - 014					
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b	Head of training should have:	AC - 28 - 01 - 014					
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(1)	Practical experience and expertise in the application of aviation safety standards and safe operating practices	AC - 28 - 01 - 014					
(2)	Five years relevant work experience of which at least two years should be from the aeronautical industry in an appropriate position	AC - 28 - 01 - 014					
(3)	Appropriate management experience in a comparable organization	AC - 28 - 01 - 014					
(4)	Familiarity with quality system						
(5)	Comprehensive knowledge of:	AC - 28 - 01 - 014					
(a)	JCAR OPS 1 and any associated requirements and procedures related to aviation training organization subjects	AC - 28 - 01 - 014					
(b)	The need for and content of the aviation training organization training manual	AC - 28 - 01 - 014					

c	A description of the functions and the responsibilities of the nominated head of training must be contained in the training manual and CARC must be given at least 10 days prior notice of a proposed change of the post	AC - 28 - 01 - 014					
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d	A person nominated as head of training by the aviation training organization must not be nominated as head of training by other organization, unless acceptable to the authority	App. 2 to OPS 1.175 (b)(3)					
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e	Persons nominated as head of training must be contracted to work sufficient hours to fulfill the management functions associated with the scale and scope of the training	App. 2 to OPS 1.175 (b)(4)					
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f	The aviation training organization must make arrangements to ensure continuity of supervision in the absence of nominated head of training	App. 2 to OPS 1.175 (b)(2)					
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g	The aviation training organization must satisfy CARC that, procedures for the supervision of training have been defined	1.175(g)(2)					
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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.1.3	Quality Manager
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a	The quality manager, acceptable to CARC shall be nominated. The quality manager is responsible for the management of the quality system, monitoring function and requesting corrective actions. The accountable manager can hold the quality manager post subject to meet the quality manager acceptance requirements	AC - 28 - 01 - 014					
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b	Quality manager should have:	AC - 28 - 01 - 014					
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(1)	Practical experience and expertise in the application of aviation safety standards and safe operating practices	AC - 28 - 01 - 014					
(2)	Appropriate management experience in a comparable organization	AC - 28 - 01 - 014					
(3)	Five years relevant work experience of which at least two years should be from the aeronautical industry in an appropriate position	AC - 28 - 01 - 014					
(4)	Experience implementing and/or managing aviation quality system	AC - 28 - 01 - 014					
(5)	Experience in conducting safety/quality audits and inspections	AC - 28 - 01 - 014					
(6)	Computer literacy and superior analytical skills	AC - 28 - 01 - 014					
(7)	Have completed at least the following quality system training:	AC - 28 - 01 - 014					
(a)	Quality management system	AC - 28 - 01 - 014					
(b)	Quality assurance program	AC - 28 - 01 - 014					
(c)	Audit techniques	AC - 28 - 01 - 014					
(d)	Human factor and crew resources management	AC - 28 - 01 - 014					
(8)	Comprehensive knowledge of:	AC - 28 - 01 - 014					
(a)	JCAR OPS 1 and any associated requirements and procedures related to aviation training organization subjects	AC - 28 - 01 - 014					
(b)	The need for and content of the aviation training organization training manual	AC - 28 - 01 - 014					
(c)	Quality system	AC - 28 - 01 - 014					

c	A description of the functions and the responsibilities of the nominated quality manager must be contained in the training manual and CARC must be given at least 10 days prior notice of a proposed change of the post	AC - 28 - 01 - 014					
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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.1.4	Training Management Responsibilities and Duties						
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a	The aviation training organization must employ sufficient training personnel for the planned training and checking in accordance with JCAR OPS 1	App. 2 to OPS 1.175 (c)(1)					
b	A description of the duties, responsibilities and authority of training management personnel	1.1045 Appendix 1 A 1.3					
c	The number of supervisors to be appointed is dependent upon the structure of the aviation training organization and the number of staff employed	App. 2 to OPS 1.175 (c)(3)(i)					
d	The duties and responsibilities of these supervisors must be defined	App. 2 to OPS 1.175 (c)(3)(ii)					
e	The supervision of the training staff must be exercised by individuals possessing experience and personal qualities sufficient to ensure the attainment of the standards specified in the training manual	App. 2 to OPS 1.175 (c)(3)(iii)					



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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
1.2	Training Policy						
a	Aviation training organization will not be granted the CRM training approval certificate or a variation to the approval certificate, and that the CRM training approval certificate will not remain valid unless he has satisfied CARC that he has the ability to comply with required training programs	1.180(a)(3)(iii)					
b	Aviation training organization shall ensure that all personnel assigned to or directly involved in training are properly instructed, have demonstrated their abilities in their particular duties and are aware of their responsibilities and the relationship of such duties to the training as a whole	1.205					
c	Aviation training organization shall ensure that the contents of the training manual is in accordance with JCAR OPS 1	AC - 28 - 01 - 014					
d	Aviation training organization must ensure that the contents of the training manual are presented in a form in which they can be used without difficulty. The design of the training manual shall observe Human Factors principles	1.1040 (l)					
f	Aviation training organization must make arrangements for the production of manuals, amendments and other documentation	App. 2 1.175 (e)					
g	A description of the distribution system for the manuals, amendments and revisions	1.1045 Appendix 1 A 0.2 (h)					
h	Ground training should comprise a properly organized program of ground instruction by training staff	AMC OPS 1.945					
i	Aviation training organization should maintain a summary of the training	IEM 1.985					



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CHAPTER 1		GENERAL					
No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
1.3	Training Facilities						
1.3.1	Aviation training organization must ensure that adequate training facilities and equipment are available for CRM training as detailed	App. 2 1.175 (d)(3)					
a	Classrooms	AC - 28 - 01 - 014					
(1)	The classroom should be such that each trainee is allowed reasonable working area. The overall size of the classroom shall be determined by multiplying the expected number of trainees by 1.4 square meters	AC - 28 - 01 - 014					
(2)	The maximum permissible number of trainees in a class room shall be a ratio of 15 trainees for one instructor and 25 trainees for 2 instructors	AC - 28 - 01 - 014					
(3)	At least one class room for the theoretical training shall be available with the minimum furniture needed like white board, a desk or table and chair for each trainee. The classroom should have required training aids like projection media (Power point, slides, overheads, TV, etc.)	AC - 28 - 01 - 014					
1.3.2	The Learning Environment. The key to a good learning environment is the elimination of discomforts and other undesirable characteristics	AC - 28 - 01 - 014					
a	The climate must be comfortable	AC - 28 - 01 - 014					
b	Lighting must be of adequate level for work or viewing	AC - 28 - 01 - 014					
c	Distracting sounds must be kept to a minimum	AC - 28 - 01 - 014					
d	Work areas must be aesthetically pleasing	AC - 28 - 01 - 014					
e	Training equipment must be adequate	AC - 28 - 01 - 014					



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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.4	Internal Training Program
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1.4.1	Training Personnel Internal Training Program
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a	The objective of the internal training program is to qualify training personnel to ensure that they have the adequate knowledge of the training program, training standards and related implementation procedures	AC - 28 - 01 - 020					
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b	The internal training program must cover the following:	AC - 28 - 01 - 020					
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(1)	Chapter 1 - General	AC - 28 - 01 - 020					
(2)	Chapter 2 - CRM training program	AC - 28 - 01 - 020					
(3)	Chapter 3 - Procedures.	AC - 28 - 01 - 020					
(4)	Chapter 4 - Documentation and storage	AC - 28 - 01 - 020					
(5)	Appendix 1 - CRM training program implementation procedures	AC - 28 - 01 - 020					
(6)	Appendix 2 - Staff training, standardization and evaluation implementation procedures	AC - 28 - 01 - 020					



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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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1.5	Training Personnel
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1.5.1	General
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a	Applicable Regulations
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(1)	A person shall not act as a ground instructor unless the person holds a valid ground instructor authorization	AC - 28 - 01 - 024					
(2)	Ground instructor cannot exercise the privileges of their authorization if that authorization has not been renewed prior to the expiry date	AC - 28 - 01 - 024					
(3)	Ground instructor changing operators shall submit a new ground instructor authorization application	AC - 28 - 01 - 024					

b	Eligibility
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(1)	Ground instructor authorization is issued to persons whom are employed by aviation training organization to provide the required training in accordance with the approved training programs	AC - 28 - 01 - 024					
(2)	Education. A minimum educational level of successful completion of high school (Tawjihi) or equivalents	AC - 28 - 01 - 024					
(3)	English language. The applicant can read, write, speak and understand English language	AC - 28 - 01 - 024					

c	Validity
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(1)	The period of validity of ground instructor authorization shall be 24 calendar months in addition to the remainder of the month of issue. If issued within the final three calendar months of validity of a previous ground instructor authorization, the period of validity shall extend from the date of issue until 24 calendar months from the expiry date of that previous ground instructor authorization	AC - 28 - 01 - 024					
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1.5.2	Flight Crew CRM Instructor Authorization
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a	Privileges
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(1)	Exercise the privilege of conducting the following flight crew CRM training	AC - 28 - 01 - 024					
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CHAPTER 1	GENERAL
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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b	Requirements
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(1)	Hold a valid JCAR ATPL or equivalent JCAR validation	AC - 28 - 01 - 024					
(2)	Hold a valid type rating multi pilot airplane	AC - 28 - 01 - 024					
(3)	Have a minimum of 5 years working experience as commander in commercial air transport	AC - 28 - 01 - 024					
(4)	Have completed initial operator's CRM training, CRM training for operators' conversion course, and CRM for commander course	AC - 28 - 01 - 024					
(5)	Hold a valid flight crew 12 months recurrent training	AC - 28 - 01 - 024					
(6)	Full time employment with aviation training organization	AC - 28 - 01 - 024					
(7)	Complete teaching and learning course for ground instructor or holds or have held one of the following ratings FI (A), CRI (A), IRI (A), STI (A), MCCI (A),FI (H), TRI (H), IRI (H) or SFI (H)	AC - 28 - 01 - 024					
(8)	Complete CRM skill assessment training course	AC - 28 - 01 - 024					
(9)	Complete the operator internal training program	AC - 28 - 01 - 024					
(10)	Complete skill level assessment through demonstration lecture and interview with CARC flight operations inspector	AC - 28 - 01 - 024					

c	Re-authorization Requirement
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(1)	For flight crew CRM instructor re-authorization, the applicant shall within the last 12 months of the period validity of the authorization:	AC - 28 - 01 - 024					
(a)	Delivered flight crew CRM training programs; or	AC - 28 - 01 - 024					
(b)	In the absence of this, attend the flight crew CRM 12 month's recurrent training program.	AC - 28 - 01 - 024					
(2)	If the authorization has lapsed, the applicant shall meet authorization issuance requirements	AC - 28 - 01 - 024					

Note: A flight crew member holding a recent qualification as a CRM instructor may continue to be a CRM instructor even after the cessation of active flying duties.



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CHAPTER 2	CRM Training Program
2.1	General
2.2	Training Methodology
2.3	CRM Training Program Contents
2.3.1	Initial CRM Training Program
2.3.2	CRM Skill Assessment Training Program



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CHAPTER 3	PROCEDURES
3.1	Ground Training Procedures
3.2	Training Standards Procedures



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CHAPTER 3	PROCEDURES
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
3.1	Ground Training Procedures						
3.1.1	Ground training	App.1 1.1045					
3.2	Training Standards Procedures						
3.2.1	Training plan preparation	App.1 1.1045					
3.2.2	Training supervision	App.1 1.1045					
3.2.3	Instructors standardization	App.1 1.1045					
3.2.4	Instructors evaluation	App.1 1.1045					
3.2.5	Feedback system	App.1 1.1045					
3.2.6	Training program improvement	App.1 1.1045					



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CHAPTER 4	DOCUMENTATION AND STORAGE
4.1	Training Material
4.2	Document Storage



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CHAPTER 4	DOCUMENTATION AND STORAGE
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No	Events	JCAR OPS 1	TM	YES	NO	NA	Remarks
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4.1	Training Material
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4.1.1	General
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a	The aviation training organization shall have training material for the CRM training program. The training material can be hard, soft or both hard and soft	App.1 1.1045					
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b	The aviation training organization shall establish training material control procedures that ensure material reliability and update	App.1 1.1045					
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4.1.2	CRM Training Programs Training Material
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a	The aviation training organization shall detail the training material that cover CRM training programs	App.1 1.1045					
(1)	Initial CRM training program	App.1 1.1045					
(2)	CRM skill assessment training program	App.1 1.1045					

4.2	Document Storage
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4.2.1	Preservation of Documentation
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a	Any original documentation or copies thereof that he is required to preserve is preserved for the required retention period even if he ceases to be the aviation training organization	OPS 1.155					
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4.2.2	Document Storage Periods
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a	Aviation training organization shall ensure that the CRM training record is stored in an acceptable form, accessible to CARC for 3 years	App.1 1.1065					
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CHAPTER 5	QUALITY ASSURANCE PROGRAM
5.1	Introduction
5.2	Quality Inspection
5.3	Audit
5.4	Auditors
5.5	Auditors Independence
5.6	Audit Scope
5.7	Audit Scheduling
5.8	Monitoring and Corrective Action
5.9	Corrective Action
5.10	Management Evaluation
5.11	Recording



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CHAPTER 5	QUALITY ASSURANCE PROGRAM
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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
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5.1	Introduction						
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5.1.1	The quality assurance program should include all planned and systematic actions necessary to provide confidence that all training are conducted in accordance with all applicable requirements, standards and procedures	IEM No. 1 to FCL 1.055					
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5.2	Quality Inspection						
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5.2.1	The primary purpose of a quality inspection is to observe a particular event/action/document etc., in order to verify whether established training procedures and requirements are followed during the accomplishment of that event and whether the required standard is achieved	IEM No. 1 to FCL 1.055					
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5.2.2	Typical subject area for quality inspections is the training standards	IEM No. 1 to FCL 1.055					
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5.3	Audit						
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5.3.1	An audit is a systematic, and independent comparison of the way in which a training is being conducted against the way in which the published training procedures say it should be conducted	IEM No. 1 to FCL 1.055					
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5.3.2	Audits should include at least the following quality procedures and processes	IEM No. 1 to FCL 1.055					
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a	A statement explaining the scope of the audit	IEM No. 1 to FCL 1.055					
b	Planning and preparation	IEM No. 1 to FCL 1.055					
c	Gathering and recording evidence	IEM No. 1 to FCL 1.055					
d	Analysis of the evidence	IEM No. 1 to FCL 1.055					

5.3.3	Techniques which contribute to an effective audit are:	IEM No. 1 to FCL 1.055					
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a	Interviews or discussions with personnel	IEM No. 1 to FCL 1.055					
b	A review of published documents	IEM No. 1 to FCL 1.055					
c	The examination of an adequate sample of records	IEM No. 1 to FCL 1.055					
d	The witnessing of the activities which make up the operation	IEM No. 1 to FCL 1.055					
e	The preservation of documents and the recording of observations	IEM No. 1 to FCL 1.055					



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CHAPTER 5	QUALITY ASSURANCE PROGRAM
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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
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5.4	Auditors
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5.4.1	The aviation training should decide, depending on the complexity of the training, whether to make use of a dedicated audit team or a single auditor. In any event, the auditor or audit team should have relevant training and/or operational experience	IEM No. 1 to FCL 1.055					
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5.4.2	The responsibilities of the auditors should be clearly defined in the relevant documentation	IEM No. 1 to FCL 1.055					
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5.5	Auditors Independence
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5.5.1	Auditors should not have any day-to-day involvement in the area of the operation or maintenance activity which is to be audited. The aviation training organization may in addition to using the services of full-time dedicated personnel belonging to a separate quality department, undertake the monitoring of specific areas or activities by the use of part-time auditors	IEM No. 1 to FCL 1.055					
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5.5.2	The aviation training organization whose structure and size does not justify the establishment of full-time auditors, may undertake the audit function by the use of part-time personnel from within his own organization or from an external source under the terms of an agreement acceptable to CARC	IEM No. 1 to FCL 1.055					
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5.5.3	In all cases the the aviation training organization should develop suitable procedures to ensure that persons directly responsible for the activities to be audited are not selected as part of the auditing team. Where external auditors are used, it is essential that any external specialist is familiar with the type of training conducted by the aviation training organization	IEM No. 1 to FCL 1.055					
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5.5.4	The Quality Assurance Program of the aviation training organization should identify the persons within the company who have the experience, responsibility and Authority to:	IEM No. 1 to FCL 1.055					
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a	Perform quality inspections and audits as part of ongoing quality assurance	IEM No. 1 to FCL 1.055					
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CHAPTER 5	QUALITY ASSURANCE PROGRAM
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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
b	Identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings	IEM No. 1 to FCL 1.055					
c	Initiate or recommend solutions to concerns or findings through designated reporting channels	IEM No. 1 to FCL 1.055					
d	Verify the implementation of solutions within specific timescales	IEM No. 1 to FCL 1.055					
e	Report directly to the quality manager	IEM No. 1 to FCL 1.055					

5.6	Audit Scope
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5.6.1	Aviation training organizations are required to monitor compliance with the training and operations manuals they have designed to ensure safe and efficient training. In doing so they should as a minimum, and where appropriate, monitor:	IEM No. 1 to FCL 1.055					
a	Organization	IEM No. 1 to FCL 1.055					
b	Plans and company objectives	IEM No. 1 to FCL 1.055					
c	Training procedures	IEM No. 1 to FCL 1.055					
d	Manuals, logs, and records	IEM No. 1 to FCL 1.055					

5.7	Audit Scheduling
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5.7.1	A quality assurance program should include a defined audit schedule and a periodic review cycle. The schedule should be flexible, and allow unscheduled audits when trends are identified. Follow-up audits should be scheduled when necessary to verify that corrective action was carried out and that it was effective	IEM No. 1 to FCL 1.055					
5.7.2	The aviation training organization should establish a schedule of audits to be completed during a specific calendar period. All aspects of the training should be reviewed within a period of 12 months in accordance with the program unless an extension to the audit period is accepted as explained below	IEM No. 1 to FCL 1.055					
5.7.3	The aviation training organization may increase the frequency of their audits at their discretion but should not decrease the frequency without the acceptance of CARC. It is considered unlikely that a period of greater than 24 months would be acceptable for any audit topic	IEM No. 1 to FCL 1.055					



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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
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5.7.4	When the aviation training organization defines the audit schedule, significant changes to the management, organization, training, or technologies should be considered, as well as changes to the regulatory requirements	IEM No. 1 to FCL 1.055					
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5.8	Monitoring and Corrective Action
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5.8.1	The aim of monitoring within the quality system is primarily to investigate and judge its effectiveness and thereby to ensure that defined policy, training standards are continuously complied with	IEM No. 1 to FCL 1.055					
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5.8.2	Monitoring activity is based upon quality inspections, audits, corrective action and follow-up. The aviation training organization should establish and publish a quality procedure to monitor regulatory compliance on a continuing basis. This monitoring activity should be aimed at eliminating the causes of unsatisfactory performance	IEM No. 1 to FCL 1.055					
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5.8.3	Any non-compliance identified should be communicated to the manager responsible for taking corrective action or, if appropriate, the accountable manager. Such non-compliance should be recorded, for the purpose of further investigation, in order to determine the cause and to enable the recommendation of appropriate corrective action	IEM No. 1 to FCL 1.055					
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5.8.4	The quality assurance program should include procedures to ensure that corrective actions are developed in response to findings. These quality procedures should monitor such actions to verify their effectiveness and that they have been completed. Organizational responsibility and accountability for the implementation of corrective action resides with the department cited in the report identifying the finding. The accountable manager will have the ultimate responsibility for ensuring, through the quality manager, that corrective action has re-established compliance with the standard required by CARC and any additional requirements established by the aviation training organization	IEM No. 1 to FCL 1.055					
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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
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5.9	Corrective Action
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5.9.1	Subsequent to the quality inspection/audit, the aviation training organization should establish:	IEM No. 1 to FCL 1.055					
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a	The seriousness of any findings and any need for immediate corrective action	IEM No. 1 to FCL 1.055					
b	The origin of the finding	IEM No. 1 to FCL 1.055					
c	What corrective actions are required to ensure that the non-compliance does not recur	IEM No. 1 to FCL 1.055					
d	A schedule for corrective action	IEM No. 1 to FCL 1.055					
e	The identification of individuals or departments responsible for implementing corrective action	IEM No. 1 to FCL 1.055					
f	Allocation of resources by the accountable manager, where appropriate	IEM No. 1 to FCL 1.055					

5.9.2	The quality manager should:	IEM No. 1 to FCL 1.055					
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a	Verify that corrective action is taken by the manager responsible in response to any finding of non-compliance	IEM No. 1 to FCL 1.055					
b	Verify that corrective action includes the elements outlined in paragraph 5.91 above	IEM No. 1 to FCL 1.055					
c	Monitor the implementation and completion of corrective action	IEM No. 1 to FCL 1.055					
d	Provide management with an independent assessment of corrective action, implementation and completion	IEM No. 1 to FCL 1.055					
e	Evaluate the effectiveness of corrective action through the follow-up process	IEM No. 1 to FCL 1.055					

5.10	Management Evaluation
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5.10.1	A management evaluation is a comprehensive, systematic documented review by the management of the quality system, training policies, and procedures, and should consider the results of quality inspections, audits and any other indicators; as well as the overall effectiveness of the management organization in achieving stated objectives	IEM No. 1 to FCL 1.055					
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5.10.2	A management evaluation should identify and correct trends, and prevent, where possible, future non-conformities.	IEM No. 1 to FCL 1.055					
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No	Events	JCAR FCL 1	TM	YES	NO	NA	Remarks
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5.10.3	Conclusions and recommendations made as a result of an evaluation should be submitted in writing to the responsible manager for action.	IEM No. 1 to FCL 1.055					
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5.10.4	The responsible manager should be an individual who has the Authority to resolve issues and take action.	IEM No. 1 to FCL 1.055					
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5.10.5	The accountable manager should decide upon the frequency, format, and structure of internal management evaluation activities	IEM No. 1 to FCL 1.055					
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5.11	Recording
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5.11.1	Accurate, complete, and readily accessible records documenting the results of the quality assurance program should be maintained by the aviation training organization. Records are essential data to enable the aviation training organization to analyze and determine the root causes of non-conformity, so that areas of non-compliance can be identified and subsequently addressed	IEM No. 1 to FCL 1.055					
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5.11.2	The following records should be retained for a period of 5 years:	IEM No. 1 to FCL 1.055					
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a	Audit Schedules	IEM No. 1 to FCL 1.055					
b	Quality inspection and audit reports	IEM No. 1 to FCL 1.055					
c	Responses to findings	IEM No. 1 to FCL 1.055					
d	Corrective action reports	IEM No. 1 to FCL 1.055					
e	Follow-up and closure reports; and	IEM No. 1 to FCL 1.055					
f	Management evaluation reports	IEM No. 1 to FCL 1.055					



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Appendix 1	CRM Training Program Training Records
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No	Events	YES	NO	Remarks
1	Aviation Training Organization Details			
a	Organization name			
b	Address			
c	E-mail address			
2	Trainee Details			
a	Trainee name			
b	Nationality			
c	Education level			
3	Course Details			
a	Duration			
b	Start date			
c	Finish date			
4	Training Program Contents Details			
5	Checking Program Contents Details			
6	Responsible Training Personnel Name and Signatory			
7	Head of Training Name and Signatory			



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Appendix 2	Staff Training Records
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No	Events	YES	NO	Remarks
1	Internal Training Program Training Record			
a	Aviation Training Organization Name			
b	Instructor Name			
c	Internal Training Program Details			
d	Responsible Training Personnel Name and Signatory			
e	Head of Training Name and Signatory			



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Appendix 2	Staff Training Records
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No	Events	YES	NO	Remarks
2	Standardization Training Record			
a	Aviation Training Organization Name			
b	Instructor Name			
c	Standardization Training Details			
d	Responsible Training Personnel Name and Signatory			
e	Head of Training Name and Signatory			



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Appendix 2	Staff Training Records
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No	Events	YES	NO	Remarks
3	Evaluation Training Record			
a	Aviation Training Organization Name			
b	Instructor Name			
c	Evaluation Training Details			
d	Responsible Training Personnel Name and Signatory			
e	Head of Training Name and Signatory			

