

APPENDIX (7)

GUIDANCE MATERIAL ON PERSONNEL REQUIREMENTS

Note: this Appendix is in support of the Personnel Requirements included in JCAR Part 139 Paragraph 139.301.

1. NOMINATED PERSONS

1.1 Acceptance from the CARC will be required for all persons nominated as Aerodrome Post Holders.

1.2 CARC acceptance of nominated Aerodrome Post Holders is based on the applicable Assessment Criteria in Tables 1 through 4 and the applicant's demonstration of knowledge of the applicable regulations and an understanding of the proposed position.

1.3 Selection of the Post Holder is the responsibility of the applicable Aerodrome Operator. The revised regulation and Guidance Material aims to assist Aerodrome Operators to be satisfied that persons within the management structure possess the relevant operational safety competence, and be able to identify any gaps that may exist in the areas of competence for their particular aerodrome. The size, complexity and scale of operations of an aerodrome will be a component of the Operator's assessment process. The detailed scope of Post Holders accountabilities and responsibilities are likely to be affected by this assessment, which shall be aligned with the aerodrome's SMS.

1.4 Cases for interviews with nominated Aerodrome Post Holders include the following:

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

1.5 Purpose of the interview between CARC and the nominated Aerodrome Post Holder is as follows:

- a) exchange of information between the intended nominated persons and CARC for the latter to acquire information on the intended work areas and the applicant's competence level so as to verify their suitability for the post(s); and

- b) to create good contact and understanding between the both parties, and to come to a mutual conclusion on, if necessary, possible solutions for training and personal development over time.
- c) CARC process in acceptance of Post Holders is based on the applicant demonstrating knowledge of the applicable regulations, having an understanding of the role applied for and of the standards required by CARC. The process includes a review of the submitted details to determine the suitability of the person for the role.

1.6 Possible agenda items include:

- a) information from CARC on organisation and mission of CARC, the regulatory framework and specifically Safety Management System requirements;
- b) information from the nominated person concerning the intended work area;
- c) enforcement methodology of the CARC;
- d) the role and responsibility of the Aerodrome Post Holder;
- e) expected competence requirement of the nominated person in relation to present personal status and experience presented in their curriculum vitae or equivalent documentation;
- f) discussion concerning depth of knowledge and understanding of the applicable legislation and regulations;
- g) the role and responsibility of the CARC and of the nominated person;
- h) understanding of aviation in general and for the specific nominated post, how operators/activities at the aerodrome including Air Navigation Service Providers, and other aviation activities can impact aircraft safety; and
- i) distribution of delegated powers depending on the organizational situation.

2. COMPETENCE OF PERSONNEL

With focus on the competency of Aerodrome Post Holders, Assessment Criteria as included in Tables App-S - 1 through 5 have been designed.

Determination of Personnel Needs and Qualifications

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

3. DISTRIBUTION OF RULES AND PROCEDURES

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

4. GAP ANALYSIS: Personnel Requirements

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

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

5. GAP ANALYSIS: Minimum Number of Personnel, Personnel Requirements and Training Needs Analysis

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

High	One or more runways Complex in nature Significant developments Instrument runway Traffic density of ATS unit:high / medium	Dedicated operations team No extraneous or ancillary duties (Other than AEP response tasks)
Medium	One runway Instrument runway Traffic density of ATS unit: medium	Dedicated operations team Extraneous or ancillary duties allowable under assessment (Other than AEP response tasks)
Low	One runway Non-instrument runway No shift patterns Traffic density of ATS unit: low	Option to have a multi-tasked team allowable under assessment

- c) Once the gap analysis has been completed and fully documented, the staffing levels, resources and processes that have been identified as missing or inadequate will form the basis for an implementation plan, in order to become compliant with the regulations.
- d) An example of elements to consider for the gap analysis, as part of the aerodrome Safety Management System process, is as follows:
 - i. Aerodrome inspection requirements appropriate to the operational use of runway(s) and taxiways;
 - ii. Complexity of aerodrome layout, for example:
 - 1. Scale of aerodrome (geographical)
 - 2. Scale of aerodrome (number of runways and taxiways)
 - 3. Scale of aerodrome (number of aprons and stands);
 - iii. complexity of operations i.e. CAT I, CAT II, CAT III, number of runways, movement rates;
 - iv. Low visibility operations;
 - v. Day and night use;
 - vi. Duty hours for operational staff with reference to the following list:
 - 1. Compliance with the maximum allowable working hours as defined within the Jordan Labour Law;
 - 2. Sufficient break periods / rest time;
 - 3. An awareness of the problematic fatigue issues relating to the circadian body clock, to ensure so far as is reasonably possible, fatigue does not impair operational safety;
 - 4. Environmental factors, such as extensive time spent in warm and hot weather conditions;
 - 5. Operational duties required (day);
 - 6. Operational duties required (night);
 - 7. Handover time;

8. Shift patterns;
 9. Maximum consecutive hours for both day and night duties (not exceeded); and
 10. Maximum numbers of night duties worked in immediate succession (i.e. four);
- vii. The number and complexity of aerodrome development projects – inspections and oversight of contractors;
 - viii. Aerodrome operations procedural requirements and activities, for example:
 1. Aerodrome inspection requirements;
 2. Marshaling duties;
 3. Wildlife hazard control duties;
 4. FOD management duties;
 5. Follow-me requirements;
 6. Fuel management; and
 7. Control and management of aeronautical data;
 - ix. Pavement maintenance, duties and inspections;
 - x. Visual aids maintenance (signs, markings and markers), duties and inspections;
 - xi. AGL maintenance, duties and inspections;
 - xii. Allowance for annual leave, public holidays (in lieu), training, OJT training, special leave and sickness; and
 - xiii. Sufficient operational administrative support staff (the number of support staff will depend on the complexity of the operations).

6. QUALIFICATION OF PERSONNEL:

- a) The term 'qualified' denotes fitness or fit for the purpose. This may be achieved through fulfillment of the necessary conditions such as completion of required training, or acquisition of a diploma or degree, or through the gaining of suitable experience. It, also, includes the ability, capacity, knowledge or skill that matches or suits an occasion, or makes someone eligible for a duty, office, position, privilege or status.

- b) Certain posts may, by nature, be associated with the possession of certain qualifications in a specific field (e.g. rescue and firefighting, civil, mechanical or electrical engineering, wildlife biology, etc.). In such cases, the person occupying such a post is expected to possess the necessary qualifications.

Table A7-1**Assessment Criteria for Aerodrome Post Holder:
Accountable Manager****Performance Criteria**

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

Knowledge Criteria

- Knowledge and understanding of the documents that prescribe relevant aerodrome safety standards;
- Understanding of the requirements for competence of aerodrome management personnel, so as to ensure that competent persons are in place;
- Knowledge and understanding of safety, quality, and security management systems related principles and practices, and how these are applied within the organisation;
- Knowledge and understanding of the key issues of risk management within the aerodrome;
- Jordan regulatory framework (Civil Aviation Law No. 41-2017);
- Jordan State Safety Programme and Aerodrome SMS (JCAR Part 19);
- CARC Aerodrome Certification Process;
- CARC Enforcement Process.

Supporting Documents

- Organizational Structure; and
- Other relevant documents if requested by CARC

Table App A7-2
Assessment Criteria for Aerodrome Post Holder:
Aerodrome Safety

Performance Criteria

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

Knowledge Criteria

- Practical experience and expertise in aerodrome operations, maintenance or similar area;
- Knowledge of the Aerodrome Manual;
- Knowledge of safety management;
- Comprehensive knowledge of the applicable requirements in the area of aerodromes;
- CARC Regulatory framework; and
- CARC State Safety Programme / Aerodrome SMS /Aerodrome Certification Process.

Supporting Documents

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

Table App A7-3
Assessment Criteria for Aerodrome Post Holder:
Aerodrome Operations

Performance Criteria

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

Knowledge Criteria

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

Supporting Documents;

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

Table App A7-4
Assessment Criteria for Aerodrome Post Holder:
Aerodrome Maintenance

Performance Criteria

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

Knowledge Criteria

- Qualified in the role with appropriate education, experience and/or certification;
- Practical experience and expertise in aerodrome maintenance;
- Comprehensive knowledge of the applicable requirements in the areas of electrical systems, aeronautical ground lighting and pavements;
- Knowledge of the Aerodrome Manual;
- Knowledge of applicable guidance materials such as Aerodrome Design Manual;
- CARC Regulatory framework / State Safety Programme / Aerodrome MS; and
- CARC Process for the reporting and follow-up of accidents, incidents and emergencies on the aerodrome.

Supporting Documents

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

Table App A7-5**Assessment Criteria for Aerodrome Post Holder:****Aerodrome Quality****Performance Criteria**

- define the quality policy in such a way as to meet the needs of different users as closely as possible;
- set up a quality assurance programme that contains procedures designed to verify that all operations are being conducted in accordance with the applicable requirements, standards and procedures, including the relevant requirements of JCAR Part 139;
- provide evidence of the functioning of the quality system by means of manuals and monitoring documents;
- Ensure that processes needed for the QMS are established, implemented and maintained;
- Reportable directly to the Accountable Manager on the performance of the QMS and on any need for improvement;

Knowledge Criteria

- Practical experience and expertise in aerodrome data, as well as its quality management system with regard to aeronautical data and aeronautical information provision activities.;
- Knowledge of the Aerodrome Manual;
- Knowledge of safety management;
- Comprehensive knowledge of the applicable requirements in the area of aerodromes;
- CARC Regulatory framework; and

Supporting Documents

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