

NOTICE

GENERAL EXEMPTION PART 141

On 1 March 2010, the Commissioner for Civil Aviation approved a general exemption from the current Part 141 regulations listed below.

This general exemption is to enable the industry to operate within the confines of the law but with minimum inconvenience until an amendment to the regulations is approved by the Minister.

This general exemption will be published in an AIC but in the interim comes into immediate effect.

PROPOSED AMENDMENT OF REGULATION 141.01 OF THE REGULATIONS

SA-CAR 141 Aviation Training Organisations

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SUBPART 1: GENERAL

Applicability

141.01.1 (1) This part shall apply to the approval and operation of organisations conducting –

- (a) aviation training; and
- (b) aviation training conducted on behalf of a third party.

(2) This part shall not apply in respect of –

- (a) training conducted for familiarisation purposes; and
- (b) training or instruction conducted in the interests of aviation safety: Provided that such training or instruction is not conducted for the issuing, renewal, reissuing, validation or revalidation of any licence, certificate or rating in terms of the Regulations.

Designation of body or institution

141.01.2 (1) The Commissioner may, designate a body or institution to –

- (a) exercise control over the aviation training specified in the Regulations, and over the persons conducting such aviation training;
- (b) determine standards for such aviation training and for the training of such persons;
- (c) issue, confirm, suspend or withdraw certificates for the successful completion of such aviation training, and keep all books or documents regarding such aviation training; and
- (d) advise the Commissioner on any matter connected with such aviation training or persons.

(2) The designation referred to in sub-regulation (1) shall be made in writing and shall be published by the Commissioner in the Gazette within 30 days from the date of such designation.

(3) The powers and duties referred to in sub-regulation (1) shall be exercised and performed according to the conditions, rules, requirements, procedures or standards as prescribed in Document [SA-CATS-ATO](#).

Display of aviation training organisation approval

141.01.3 The holder of an aviation training organisation approval shall display the approval in a prominent place, generally accessible to the public at such holder's principal place of business and, if a copy of the approval is displayed, shall produce the original approval to an authorised officer, inspector or authorised person if so requested by such officer, inspector or person.

Advertisements

141.01.4 Any advertisement by an organisation indicating that it is an aviation training organisation, shall –

- (a) reflect the number of the aviation training organisation approval issued by the Commissioner and
- (b) contain a reference to the aviation training for which such approval was issued.

Safety inspections and audits

141.01.5 (1) An applicant for the issuing of an aviation training organisation approval shall permit an authorised officer, inspector or authorised person to carry out such safety inspections and audits which may be necessary to verify the validity of any application made in terms of regulation [141.02.7](#) or regulation [141.03.2](#), as the case may be.

(2) The holder of an aviation training organisation approval shall permit an authorised officer, inspector or authorised person to carry out such safety inspections and audits which may be necessary to determine compliance with the appropriate requirements prescribed in this Part.

Suspension and cancellation of aviation training organisation approval and appeal

141.01.6 (1) An authorised officer, inspector or authorised person may suspend for a period not exceeding 30 days, an aviation training organisation approval issued under this Part, if –

- (a) after a safety inspection and audit carried out in terms of regulation 141.01.5, it is evident that the holder of the approval does not comply with the requirements prescribed in this Part, and such holder fails to remedy such non-compliance within 30 days after receiving notice in writing from the authorised officer, inspector or authorised person to do so; or
- (b) the authorised officer, inspector or authorised person is prevented by the holder of the approval to carry out a safety inspection and audit in terms of regulation 141.01.5; or
- (c) the suspension is necessary in the interests of aviation safety.

(2) The authorised officer, inspector or authorised person who has suspended an approval in terms of sub-regulation (1), shall deliver a report in writing to the Commissioner stating the reasons why, in his or her opinion, the suspended approval should be cancelled.

(3) The authorised officer, inspector or authorised person concerned shall submit a copy of the report referred to in sub-regulation (2), to the holder of the approval which has been suspended, and shall furnish proof of such submission for the information of the Commissioner.

(4) The holder of an approval who feels aggrieved by the suspension of the approval may appeal against such suspension to the Minister, within 30 days after such holder becomes aware of such suspension.

(5) An appellant shall deliver an appeal in writing, stating the reasons why, in its opinion, the suspension should be varied or set aside.

(6) The appellant must submit a copy of the appeal and any documents or records supporting such appeal, to the authorised officer, inspector or authorised person concerned and shall furnish proof of such submission for the information of the Minister.

(7) The authorised officer, inspector or authorised person concerned must, within 30 days of receipt of the copy of the appeal referred to in sub-regulation (6), deliver to the Minister his or her written reply to such appeal together with all of the information submitted to the Commissioner in terms of sub-regulations (2) and (3).

(8) The Minister may –

- (a) adjudicate the appeal on the basis of the documents submitted to him or her; or
- (b) order the appellant and the authorised officer, inspector or authorised person concerned to appear before him or her, either in person or through a representative, at a time and place determined by him or her, to give evidence.

(9) The Minister may confirm, vary or set aside the suspension referred to in sub-regulation (1).

(10) The Minister must cancel the approval concerned if –

- (a) he or she confirms the suspension in terms of sub-regulation (9); or
- (b) the approval is suspended in terms of sub-regulation (1) and the holder thereof does not appeal against such suspension in terms of sub-regulation (4).

Register of approvals

141.01.7 (1) The Commissioner shall maintain a register of all aviation training organisation approvals issued in terms of the regulations in this Part.

(2) The register shall contain the following particulars:

- (a) The full name of the holder of the approval;
- (b) the postal address of the holder of the approval;
- (c) the date on which the approval was issued or renewed;
- (d) particulars of the scope of the approval issued to the holder of the approval; and
- (e) the nationality of the holder of the approval.

(3) The particulars referred to in sub-regulation (2) shall be recorded in the register within seven days from the date on which the approval is issued by the Commissioner.

(4) The register shall be kept in a safe place at the office of the Commissioner.

(5) A copy of the register shall be furnished by the Commissioner , on payment of the appropriate fee as prescribed in [Part 187](#), to any person who requests the copy.

SUBPART 2: APPROVAL OF AVIATION TRAINING ORGANISATION

Requirements for approval

141.02.1(1) The issuance of an approval for an aviation training organisation and the continued validity of the approval shall depend upon the aviation training organisation being in compliance with the requirements of this Subpart.

(2) No organisation shall conduct aviation training except under the authority of, and in accordance with the provisions of these regulations.

Training and procedures manual

141.02.2 (1) The training organisation shall provide a training and procedures manual for the use and guidance of personnel concerned and such manual may be issued in separate parts and shall contain at least the following information:

- (a) a general description of the scope of training authorised under the aviation training organisation's terms of approval;
- (b) the content of the training programmed offered including the courseware and equipment to be used;
- (c) a description of the organisation's quality assurance system in accordance with regulation 141.02.3;
- (d) a description of the organisation's facilities;
- (e) the name, duties and qualification of the person designated as responsible for compliance with the requirements of the approval in regulation 141.02.4 (1)(a);
- (f) a description of the duties and qualification of the personnel designated as responsible for planning, performing and supervising the training in regulation 141.02.04(1)(c);
- (g) a description of the procedures used to establish and maintain the competence of instructional personnel as required by regulation 141.02.04 (2) and (3);
- (h) a description of the method used for the completion and retention of the training records required by regulation 141.02.15 (7);
- (i) a description, when applicable, of additional training needed to comply with an operator's procedures and requirements; and
- (j) a description of the selection, role and duties of the authorised personnel, as well as the applicable requirements established by the Commissioner , if the Commissioner has authorised an aviation training organisation to conduct the testing required for the issuance of a licence rating, or qualification.

(2) The aviation training organisation shall ensure that the training and procedures manual is amended as necessary to keep the information contained therein up to date.

(3) Copies of all amendments to the training and procedures manual shall be furnished promptly to all organisations or persons to whom the manual has been issued.

(4) The aviation training organisation must comply with the guidelines for the content of the training and procedures manual are prescribed in Document SA-CATS-ATO.

(5) The contents of the training and procedures manual shall mutatis mutandis include the elements prescribed in Document SA-CATS-ATO as far as they are appropriate to the type of aviation training to be provided.

(6) The Commissioner may approve the addition or removal of elements of the training and procedures manual to meet the unique requirements of an aviation training organisation.

Quality control system

141.02.3 (1) The aviation training organisation shall establish a quality assurance system, acceptable to the Commissioner which complies with all requirements as prescribed in Document SA-CATS-ATO.

(2) The minimum standards for a quality control system shall be as prescribed in Document [SA-CATS-ATO](#).

Safety management system

141.02.3A (1) With effect from 1 January 2010, the holder of an aviation training organisation approval shall establish a safety management system for the control and supervision of the services rendered or to be rendered by that organisation.

(2) The Commissioner shall determine the acceptable level of safety for an approved training organisation.

(3) The safety management system shall include-

- (a) the identification of safety hazards;
- (b) remedial action necessary to maintain an acceptable level of safety;
- (c) Continuous monitoring and regular assessment of the safety level achieved; and
- (d) continuous improvement to the overall level of safety.

(4) The safety management system shall clearly define lines of safety accountability throughout the aviation training organisation, including direct accountability for safety to senior management.

(4) The minimum standards for a safety management system are as prescribed in Document SA-CATS-ATO.

Personnel requirements

141.02.4 (1) The applicant shall nominate, engage, employ or contract –

- (a) a senior person identified as the accountable manager and compliance officer of the organisation concerned, to whom contractual authority has been granted to ensure that all activities undertaken by the organisation are carried out in accordance with the applicable requirements prescribed in this Subpart, and who shall in addition be vested with the following powers and duties in respect of the compliance with such requirements:

- (i) Unrestricted access to work performed or activities undertaken by all other persons as employees of, and other persons rendering service under contract with, the organisation;
 - (ii) full rights of consultation with any such person in respect of such compliance by him or her;
 - (iii) powers to order cessation of any activity where such compliance is not effected;
 - (iv) a duty to establish liaison mechanisms with the Commissioner with a view to ascertain correct manners of compliance with the said requirements, and interpretations of such requirements by the Commissioner, and to facilitate liaison between the Commissioner and the organisation concerned; and
 - (v) powers to report directly to the management of the organisation on his or her investigations and consultations generally, and in cases contemplated in subparagraph (iii), and with regard to the results of the liaison contemplated in subparagraph (iv);
- (b) a competent person who is responsible for quality control, and who has direct access to the accountable manager and compliance officer referred to in paragraph (a) on matters affecting airworthiness and aviation safety; and
 - (c) adequate personnel to plan, conduct and supervise the standard aviation training covered by the application.

(2) The aviation training organisation shall establish a procedure acceptable to the Commissioner for initially assessing, and a procedure for maintaining, the competence of those personnel involved in planning, conducting or supervising the aviation training approved.

(3) The aviation training organisation shall ensure that those personnel responsible for training or assessing students, have a combination of competence and experience adequate for the level of competence required by the Commissioner for such training or assessment.

(4)(a) The aviation training organisation shall ensure that all instructional personnel receive initial and continuation training appropriate to their assigned tasks and responsibilities.

(b) The training programme established by the aviation training organisation shall include training in knowledge and skills related to human performance.

Accommodation, facilities and equipment

141.02.5(1) The facilities and working environment shall be appropriate for the task to be performed and be acceptable to the Commissioner.

(2) Synthetic training devices shall be qualified according to requirements established by the Commissioner. The use of the device shall be approved by the Commissioner to ensure that it is appropriate and limited to the approved task.

Accreditation

141.02.6 An aviation training organisation shall obtain accreditation from a body or institution that may be designated by the Commissioner in terms of regulation 141.01.2, for conducting the aviation training covered by the application.

Application for approval or amendment thereof

141.02.7 An aviation training organisation requesting the issuance of an aviation training organisation approval to conduct aviation training, or an amendment thereof, shall –

- (a) follow a certification or amendment process acceptable to the Commissioner for aviation training organisations; and
- (b) ensure that the application is accompanied by the appropriate fee as prescribed in Part 187.

Issuing of approval

141.02.8 (1) The Commissioner shall issue an aviation training organisation approval to conduct standard aviation training, if the applicant complies with the requirements prescribed in regulations [141.02.2](#) and 141.02.6 inclusive.

(2) The Commissioner shall issue the approval on the appropriate form as prescribed in Document [SA-CATS-ATO](#).

- (3) The approval document shall contain at least the following:
- (a) the organization's name and location;
 - (b) the date of issue and period of validity, where appropriate;
 - (c) the terms of approval; and
 - (d) ATO certificate number.

Scope of approval

141.02.9 An aviation training organisation approval to conduct aviation training shall specify the standard aviation training which the holder of the approval is entitled to conduct.

Period of validity

141.02.10 (1) An aviation training organisation approval to conduct aviation training, shall be valid for the period determined by the Commissioner, which period shall not exceed five years, calculated from the date of issuing or renewal thereof.

(2) The approval shall remain in force until it expires or is suspended by an authorised officer, inspector or authorised person, or cancelled by the Commissioner, in terms of regulation [141.01.6](#).

(2A) If the holder of an approval applies for the renewal of the approval at least 30 days prior to the expiry of the approval, the approval shall, notwithstanding sub-regulation (2), remain in force until the Commissioner issues the renewal thereof.

(3) The holder of an approval which expires, shall forthwith surrender the approval to the Commissioner.

(4) The holder of an approval which is suspended, shall forthwith produce the approval upon suspension thereof, to the authorised officer, inspector or authorised person concerned for the appropriate endorsement.

(5) The holder of an approval which is cancelled, shall, within 30 days from the date on which the approval is cancelled, surrender such approval to the Commissioner.

Transferability

141.02.11 (1) Subject to the provisions of sub-regulation (2), an aviation training organisation approval to conduct aviation training, shall not be transferable.

(2) A change in ownership of the holder of an approval to conduct aviation training, shall be deemed to be a change of significance referred to in regulation [141.02.12](#).

Changes in quality control system

141.02.12 (1) If the holder of an aviation training organisation approval to conduct aviation training, desires to make any change in the quality control system referred to in regulation [141.02.3](#), which is significant to the showing of compliance with the appropriate requirements prescribed in this Part, such holder shall apply to the Commissioner for the approval of such change.

(2) The provisions of regulation [141.02.7](#) shall apply mutatis mutandis to an application for the approval of a change in the quality control system.

(3) An application for the approval of a change in the quality control system shall be granted by the Commissioner if the applicant satisfies the Commissioner upon submission of appropriate proposed changes to its manual of procedure, that it will continue to comply with the provisions of regulations [141.02.2](#) to 141.02.6 inclusive, after the implementation of such approved change.

Renewal of approval

141.02.13 (1) An application for the renewal of an aviation training organisation approval to conduct aviation training, shall be –

- (a) made to the Commissioner in the appropriate form as prescribed in Document [SA-CATS-ATO](#); and
- (b) be accompanied by –
 - (i) the appropriate fee as prescribed in [Part 187](#);
 - (ii) the training and procedures manual referred to in regulation [141.02.2](#); and
 - (iii) proof of the accreditation referred to in regulation [141.02.6](#).

(2) The holder of the approval shall at least 60 days immediately preceding the date on which such approval expires, apply for the renewal of such approval.

Duties of holder of approval

141.02.14 The holder of an aviation training organisation approval to conduct aviation training, shall –

- (a) hold at least one complete and current copy of its training and procedures manual referred to in regulation [141.02.2](#), at each training facility specified in the training and procedures manual;
- (b) comply with all procedures detailed in the manual of procedure;
- (c) make each applicable part of the training and procedures manual available to the personnel who require those parts to carry out their duties; and
- (d) continue to comply with the appropriate requirements prescribed in this Part.

Documents and records

141.02.15 (1) The holder of an aviation training organisation approval to conduct aviation training, shall –

- (a) retain detailed student records to show that all requirements of all the training presented under the training organisation approval have been met as approved by the Commissioner.
- (b) establish procedures to control the documents referred to in paragraph (a).

(2) The procedures referred to in sub-regulation 1(b) shall ensure that –

- (a) all documents are reviewed and authorised by the appropriate personnel before the issuing thereof;
- (b) current issues of all relevant documents are available to those personnel involved in planning, conducting or supervising the specified aviation training undertaken by the holder of the approval;
- (c) all obsolete documents are promptly removed from all points of issue or use; and
- (d) changes to documents are reviewed and authorised by the appropriate personnel.

(3) The holder of the approval shall establish procedures to identify, collect, index, store and maintain all records which may be necessary –

- (a) for the specified aviation training conducted by such holder;
- (b) to determine compliance with the appropriate requirements prescribed in this Subpart.

(4) The procedures referred to in sub-regulation (3) shall ensure that –

- (a) a record is kept of each quality control review of the holder of the approval;
- (b) a record is kept of each person who conducts the specified aviation training, including particulars of the competence assessments and experience of each such person;
- (c) a record is kept of each student being trained or assessed by the holder of the approval, including particulars of enrolment, attendance, modules, instructor comments and any flight or similar practical sessions and assessments of each such student;
- (d) all records are legible; and
- (e) all records are kept for a period of at least five years calculated from the date of the last entry made in such records.

(5) An aviation training organisation conducting training on behalf of a holder of an operating certificate shall ensure that all training documents utilized, reflect and are specific to the current operating procedures, quality assurance and safety programme of such holder.

Training programmes

141.02.16 (1) The Commissioner may approve a training programme for a private pilot licence, commercial pilot licence or instrument rating that allows an alternative means of compliance with the experience requirements established by Part 61, provided that the approved training organization demonstrates to the satisfaction of the Commissioner that the training provides a level of competency

at least equivalent to that provided by the minimum experience requirements for personnel not receiving such approved training.

(2) Should the Commissioner approve a training programme for a multi-crew pilot licence, the approved training organization shall demonstrate to the satisfaction of the Commissioner that the training provides a level of competency in multi-crew operations at least equal to that met by holders of a commercial pilot licence, instrument rating and type rating for a turbine_aeroplane certificated for operation with a minimum crew of at least two pilots.

(3) Should the Commissioner approve the presentation of an aviation training programme for which a syllabus has not been promulgated, only the programme with the associated curriculum, modules, attendance requirements and reference material will be deemed to have been approved; any notes or course material that may be compiled and distributed by the aviation training organisation to students or any other person or organisation, are at the discretion of and the liability of the distributing aviation training organisation.

(4) Should the Commissioner establish criteria or a syllabus with associated requirements for any programme referred to in sub-regulation (3) above, the approval may mutatis mutandis be withdrawn or suspended by the Commissioner until the requirements that may be promulgated are met.

Oversight

141.02.17 The Commissioner shall maintain an effective oversight programme of the approved training organisation to ensure continuing compliance with the approval requirements.

Evaluation and checking

141.02.18 Should the Commissioner authorise an approved training organization to conduct the testing required for the issuance of a licence or rating, the testing shall be conducted by personnel authorised by the Commissioner or designated by the training organisation in accordance with criteria approved by the Commissioner.

SUBPART 3: APPROVAL OF ORGANISATION (TEMPORARY AVIATION TRAINING)

Requirements for approval

141.03.1 (1) No organisation shall conduct temporary aviation training except under the authority of, and in accordance with the provisions of, an aviation training organisation approval issued under this Subpart.

(2) An aviation training organisation requesting the issuance of an aviation training organisation approval to conduct temporary aviation training, shall –

- (a) engage, employ or contract adequate personnel to plan, conduct and supervise the temporary aviation training covered by the application;
- (b) ensure that those personnel responsible for conducting the temporary aviation training, have a combination of competence and experience adequate for the level of competence required for such training;
- (c) ensure that the facilities and resources are adequate to enable the personnel to conduct such temporary aviation training; and
- (d) have documented procedures for conducting such temporary aviation training.

Application for approval

141.03.2 An application for the issuing of an aviation training organisation approval to conduct temporary aviation training, shall be –

- (a) made to the Commissioner in the appropriate form as prescribed in Document SA-CATS-ATO; and
- (b) accompanied by –
 - (i) the appropriate fee as prescribed in [Part 187](#); and
 - (ii) proof of compliance with the requirements prescribed in regulation [141.03.1](#).

Issuing of approval

141.03.3 (1) The Commissioner shall issue an aviation training organisation approval to conduct temporary aviation training, if the applicant complies with the requirements prescribed in regulation [141.03.1](#).

(2) The Commissioner shall issue the approval on the appropriate form as prescribed in Document [SA-CATS-ATO](#).

Scope of approval

141.03.4 An aviation training organisation approval to conduct temporary aviation training, shall specify the temporary aviation training which the holder of the approval is entitled to conduct.

Period of validity

141.03.5 (1) An aviation training organisation approval to conduct temporary aviation training, shall be valid for the period required to conduct the specified temporary aviation training.

(2) The approval shall remain in force until it expires or is suspended by an authorised officer, inspector or authorised person, or cancelled by the Commissioner, in terms of regulation [141.01.6](#).

(3) The holder of an approval which expires, shall forthwith surrender the approval to the Commissioner.

(4) The holder of an approval which is suspended, shall forthwith produce the approval upon suspension thereof, to the authorised officer, inspector or authorised person concerned for the appropriate endorsement.

(5) The holder of an approval which is cancelled, shall, within 30 days from the date on which the approval is cancelled, surrender such approval to the Commissioner.

Transferability

141.03.6 An aviation training organisation approval to conduct temporary aviation training, shall not be transferable.

Duties of holder of approval

141.03.7 (1) The holder of an aviation training organisation approval to conduct temporary aviation training, shall –

- (a) continue to comply with the appropriate requirements prescribed in this Part;
- (b) ensure that documents and records are kept as prescribed in Regulation 141.02.1 and Document SA-CATS-AMO.

PROPOSED AMENDMENT OF THE TECHNICAL STANDARDS PART 141.01

SA-CATS-ATO Aviation Training Organisations

CONTENTS

141.02.02 TRAINING AND PROCEDURES MANUAL

1. Purpose
2. Compliance
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 - (1) Control Pages
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 - (11) Records
 - (12) Safety management system
 - (13) Quality assurance system
 - (14) Appendices

141.02.2 MANUAL OF PROCEDURE

1. Information to be contained in manual of procedure

141.02.3 QUALITY CONTROL SYSTEM

141.02.3A SAFETY MANAGEMENT SYSTEM

1. Minimum Standards for the Safety Management System
2. Components and elements required for a safety management system

141.02.4 PERSONNEL REQUIREMENTS

SA-CATS ATO

141.02.02 TRAINING AND PROCEDURES MANUAL

1. Purpose

- (1) The purpose of this technical standard is to provide information and guidance to aviation training organisations in the implementation of Internationally Recommended Best Practices (IRBP) and the movement towards industry self regulation.
- (2) Although some of the contents or parts of the manual may be deemed to be generic, the contents should be customized to meet the specific vision and management style of the organisation. It must be stressed that each procedure prescribed must describe the unique system appropriate to each organisation and include a quality procedure. The content of a training and procedures manual should be regarded as “industrial confidential”.
- (4) This technical standard is to be read in conjunction with Part of 61 of the Regulations.

2. Compliance

- (1) All aviation training organisations are to include any Parts or Subparts into the existing format of the organisation’s training and procedures manual within 90 days of the coming into operation of this amendment.
- (2) The manual shall be fully amended in the new format within 3 years in accordance with regulation 141.02.02 (4).
- (3) All new applicants, where regulation 141.02.11 is applicable, shall submit the training and procedures manual in accordance with this technical standard with the application.

3. Contents of manual

The contents of the Training and Procedures Manual shall mutatis mutandis include the following elements as far as they are appropriate to the type of the training to be provided in the format below:

(1) Control Pages

Details	Page No.
Cover Page	(i) (viewed/unviewed)
Registered name of ATO, in accordance with commercial legislation, and certificate Number	
Record of Amendments	(ii)

No.	Date Applicable	Date Entered	Entered by

Index/Master Index (iii)

In the case where a training organisation has separate volumes in a Training and Procedures Manual System, a master Index shall be including the applicable volumes are to be included in the master index e.g. a Safety Management System and Quality Management System. Additions not included in the index, or List of Effective Pages shall not be accepted as an inclusion.

Foreword (iv)

The foreword, or introduction, shall include a statement of compliance by the Chief Executive Officer describing the standpoint and commitment to regulatory requirements and as an aviation training organisation.

Table of Amendments (v)

No.	Source	Subject	Effective Date

Should a source or subject be longer than space available, more than one line shall be used.

A single amendment may include the amendment of a number of paragraphs, parts, subparts and be a new edition, but the original Record of Amendments and Table of Amendments must be continued.

List of Effective Pages (vi)

Amendment No.	Date	Page No.(s)

The list forms a checklist (quality control) for the state and currency of the controlled copies issued.

From Part 1: General page numbers continue consecutively to the Appendices, as applicable, where Appendices have their own numbering system.

Glossary (vii)

A glossary of terms, definitions and abbreviation, limited to the use in this manual, shall be included for clarity of all personnel of the organisation.

Distribution List

Copy Holder	Copy No.	Parts Held

(2) General (Divider)

2.1 Preamble relating to use by and authority of the manual shall include reference to and authority of aircraft operations manuals, or aircraft flight manuals in the case of certain aircraft as approved. The statement should be more than one paragraph at the discretion of the promulgator. The statement shall contain the organisations' commitment to aviation safety, safety in general and to the current Occupational Health and Safety Act (OHSA). Management recognition of authorities or organisation,

other than the SACAA, and reference material for compliance by the ATO staff, reference should be made.

2.2 Amendment, revision and distribution of the manual procedures for amendment. The accountable manager shall document a policy and procedure for the amendment, revision and distribution of the training procedures manual and appoint persons responsible for the amendment, revision and distribution thereof.

2.3 The procedure for approval to deviate from the manual. The documented procedure shall describe the process for approval of key personnel, activities or operation and any other approval not provided for in the manual while amendments are in progress or for an isolated situation within the authorised scope training.

2.4 Description of the structure and layout of the manual, including:

- (a) various parts, sections, their contents and use; and
- (b) the paragraph numbering system.

2.5 Description of the scope of training authorized under the organization's terms of approval, including the following lists:

- (a) training authorised on the ATO certificate of approval and
- (b) approved sites or airports where training flights may originate.

2.6 Organization/Organogram chart of the organisation management posts are included as a guide in Annexure A. The charts may be customized to suite the management style of the organisation.

2.7 The qualifications requirements, responsibilities and succession of command of management and key operational personnel, including but not limited to:

(a) **Accountable manager.** The responsibilities of the accountable manager (refer Glossary (ALSA) and include in manual glossary) shall, in accordance with ALSA, include the documentation and promulgation of policies, duties and procedures consistent with approved training, as may applicable, for:

- (i) the issue and control of the ATO training and procedures manual and distribution there of.
- (ii) for the appointment and evaluation of each key member and ATO qualification acceptance criteria for the post, including prospective flight, flight simulator and ground instructors.
- (iii) the succession of command of management and key operational personnel ensuring that an ATO has supervision by a Grade I or Grade II instructor at all times.
- (iv) each key member post.
- (v) the promulgation and maintenance of all training syllabi and curricula accredited to the organisation as in Parts 6, 7 and 8 below.
- (vi) all aspects included in 1.9 below and any other part as may be required for management of the ATO.
- (vii) the compliance with the OHSA.

- (viii) for ATO student administration, or responsible person, engage in a contract with each student for training and financial obligations in writing.
- (b) **Head of training** (refer Glossary Accountable Manager). In small(er) organisations (Annexure A), the Chief Flight Instructor would normally be responsible for both ground and flight training and any other accredited training. The head of training (HOT) may assume all or part of the responsibilities if the CFI provided that the HOT is the holder of a valid Grade I or Grade II flight instructor rating in the category of aircraft operated by the ATO.
- (c) **Chief flight instructor.** The Chief flight instructor shall be the holder of a valid Grade 1 or Grade II flight instructor rating in the category of aircraft operated by the ATO and shall be responsible to ensure that:
 - (i) all training staff are versed in the content of the ATO training and procedures manual.
 - (ii) all training is carried out in accordance with the ATO Training Plan and that relevant regulations are complied with.
 - (iii) the flight, flight simulator and theoretical training syllabi and ATO curriculum is adhered to as described in Parts 6, 7 and 8 below.
 - (iv) Records are kept in accordance with Part 10 below.
 - (v) the flight authorisation book as required in CATS-FCL is comprehensively completed and controlled in accordance with the ATO training and procedures manual.
 - (vi) a high standard of flying discipline is maintained in accordance with the policy prescribed in ATO Flight training manual.
 - (vii) oversight is carried out over Grade III instructors to uphold training standards and mentor instructors in preparation for a Grade II by:
 - (aa) allocation of instructors to students and training flights.
 - (bb) briefing of instructors on exercise to be carried out, recap on instructional techniques, common errors that may be expected from students and safety.
 - (cc) the regular monitoring of preflight and after-flight briefings
 - (dd) evaluate instructor progress in relation to student progress.
 - (ee) monitoring and implementing the staff flight training in order to assess if training is meeting the ATO and regulatory requirements prescribed in Part 4 below.
 - (viii) oversight of student training with reference to:
 - (aa) student progress, records (Part 10) and maintenance of student training files;
 - (bb) the training plan (Part 5);
 - (cc) flight training syllabus (Part 6);
 - (dd) flight simulator training syllabus (Part 7);
 - (ee) theoretical knowledge syllabus (Part 8);
 - (ff) tests and checks (Part 9).

(d) **Chief ground instructor (CGI)** The chief ground instructor may be delegated all or part of the responsibilities delegated to the CFI in respect of ground/theoretical training and shall be responsible to the CFI or HOT, as may be applicable.

(e) **Maintenance manager.** Maintenance manager/person responsible aircraft shall be responsible for:

- (i) the maintenance and safe keeping of aircraft documentation
- (ii) the correctness of, addition, alterations and unserviceability entries made
- (iii) the handing over and acceptance from the applicable Air Maintenance Organisation (AMO)
- (iv) regular checking of the aircraft documentation and aircraft between servicing.
- (v) a projected maintenance schedule

(f) **Aviation safety manager.** The aviation safety manager is directly responsible to the Accountable Manager for:

- (i) safety oversight of all ATO operations
- (ii) the co-ordination and management of a Safety Management System
- (iii) the monitoring and implementation of the annual safety plan.

(g) **Quality manager.** The quality manager is directly responsible to the Accountable Manager for quality control as prescribed in regulation 141.02.3 and may be jointly the Aviation Safety Manager.

(h) **Instructors.** The instructors (ground, flight and flight simulation training devices) shall carry out training for which they have been evaluated and delegated. They may assist the CFI with the execution of his/her duties provided that the duties are formally documented and delegated with procedures to be followed under direct supervision of the CFI.

2.8 A list of key personnel by appointment and name.

2.9 A list of flying and simulator instructors with rating and name.

2.10 A list of ground instructors utilized with rating and name.

2.11 A list of aircraft and simulator(s) operated.

2.12 Policies and relevant procedures:

(a) regarding approval of flights and flight authorisation:

- (i) A student shall not fly unless authority is granted in writing in his/her presence for each flight separately in accordance with Part 61.02 and related technical standards and the instructor is competent and qualified to carry out the intended flight.
- (ii) The flight shall be authorised in an authorisation book or authorisation sheet as described in Part 61.02 and related technical standards.
- (iii) The authorisation book or sheet in paragraph (ii) above shall be limited to the prescribed format and shall not include any accounting information.
- (iv) Should an ATO wish to make use of an electronic system, the onus is on the ATO to provide documentary proof that the integrity of the system is such that the system legally meets the requirement of signatories and audit practice.

- (b) for responsibilities of the pilot-in-command;
- (c) for flight planning— general;
- (d) regarding carriage of passengers;
- (e) for an operational control system, which shall include but not be limited to:
 - (i) availability, access and control of the ATO training and procedures manual, Air Information Circulars, Air Information Publications and Supplements.
 - (ii) control and positioning of the authorisation book and aircraft documentation notice boards emergency response plan overdue action
 - (iii) the method of attaining meteorological reports before flight and the display of information.
 - (iv) completion and submission of flight plans and reference to NOTAMS.
 - (v) feed back to flying personnel on all relevant management, environmental, safety or operational information.
 - (vi) notice boards, student/instructor status boards, aircraft status boards and the information that is to be displayed.
 - (vii) the control of log books, student and instructor files
- (f) regarding safety, including hazards, accidents and incidents reporting and safety management systems which is to include an annual safety plan and risk assessment procedure (141.02.3A). The information gathered shall be conveyed to students through the feed-back system.
- (g) for flying duty period and flight time limitations for flying staff and students;
- (h) for rest periods for flying staff and students;
- (i) for amendment of controlled publications, Air Information Circulars, Air Information Publications and Supplements are all controlled documents.
- (j) of a feed-back system which shall include all information requiring the attention of training personnel and students, especially elements of safety. For quality assurance purposes, the process should include feed back to management as to when and how the information has been disturbed.
- (k) for any procedure identified by the SACAA for compliance by an ATO. Where during an audit, SACAA personnel identify an element of safety management not being adequately address by the ATO, or where an ATO has a unique operation, additional policies and procedures not included in this document, the ATO may be required to include unique policies and procedures
 - (l) for weight and balance calculations before flight:
 - (i) As an ATO is a training organisation and in order to instill good practice habits, a weight and balance calculations is to be documented in accordance with the respective flight operations manual and/or as approved by the SACAA for each flight.
 - (ii) No flight may be authorised without a weight and balance documents being completed and checked by an instructor.

(iii) The weight and balance sheets shall be kept for a period of 6 months and made available during SACAA audits.

(iv) A scale(s) suitable for the purpose of the ATO approved training shall be available.

(m) for maintenance of discipline.

2.13 Description of the facilities available, including:

(a) the number and size of classrooms;

(b) training aids provided; and

(c) flight simulation training devices and training aircraft.

(d) the OHSA requirements that including but not limited to:

(i) fire extinguisher positioning,

(ii) first aid kits, kit positioning, first aid personnel and personnel requirements

(3) Aircraft Operating Information

3.1 Certification and operating limitations;

3.2 Aircraft handling, including:

(a) performance limitations;

(b) use of checklists; and

(c) aircraft maintenance procedures.

3.3 Instructions for aircraft loading, weight and balance calculations and securing of load. The processes, describing the policy is in paragraph 2.12(m) above for aircraft loading, weight and balance calculations and securing of load shall be described.

3.4 (a) Fuelling procedures, including non-standard refueling as may be applicable. A full description of the correct refueling procedure with regard to checking fuel before refueling, static grounding of the fuel tanker and aircraft etc. is required.

(b) Where other means of refueling are in use or envisaged, such as refueling from drums, the procedures for checking the fuel, grounding, storage of drums for a long period etc. are to be described.

3.5 Emergency procedures

(4) Routes

4.1 Performance criteria, e.g.: take-off, route, landing, etc.

4.2 Flight planning procedures including:

(a) fuel and oil requirements;

(b) minimum safe altitudes; and

(c) navigation equipment

4.3 Weather minima for all instructional training flights during day, night, VFR and IFR operations.

4.4 Weather minima for all student training flights at various stages of training.

4.5 Training routes, general flying areas (FAD) and practice areas. Flight training areas are coded as Danger Areas (FAD) to advise airmen of flying activities.

- (a) All ATOs shall restrict flying to FADs or area where the necessary permission as been granted from the appropriate authorities and the appropriate NOTAMs have been issued.
- (b) Training areas and routing to the areas shall be displayed on a aeronautical map accessible to all flying personnel.

(5) Staff training

5.1 Persons responsible for standards and competency of instructional personnel.

5.2 Details of the procedures to determine competency of instructional personnel as required by regulation 141.02.4 (3).

5.3 Details of the training program for instructional personnel as required by regulation 141.02.4 (4).

5.4 Procedures for proficiency checks and upgrade training.

(6) Training Plan

6.1 Aim of the course in the form of a statement of what the student is expected to do as a result of the training, the level of performance, and the training constraints observed.

6.2 Pre-entry requirements, including:

- (a) minimum age;
- (b) education requirements;
- (c) medical requirements; and
- (d) linguistic requirements.

6.3 Credits for previous experience, which should be obtained from the SA CAA before the training commences.

6.4 Training curricula, with an aim, expected result and performance level including the:

- (a) flying curriculum (single engine);
- (b) flying curriculum (multi-engine);
- (c) theoretical knowledge curriculum and
- (d) flight simulation training curriculum.

6.5 The general arrangements of daily and weekly programs for flying training, ground training and flight simulation training.

6.6 Training policies in terms of:

- (a) bad weather constraints;
- (b) maximum student training times—flying, theoretical knowledge and synthetic flight training, per day/week/month;
- (c) restrictions in respect of training periods for students;
- (d) duration of training flights at various stages;
- (e) maximum student flying hours in any day or night period;

- (f) maximum number of student training flights in any day or night period; and
 - (g) minimum rest periods between training periods.
- 6.7 Policy for the conduct of student evaluation, including:
- (a) procedures for flying progress checks and skill tests;
 - (b) procedures for knowledge progress tests and knowledge tests;
 - (c) procedures for authorization for tests;
 - (d) procedures for refresher training before retest;
 - (e) test reports and records;
 - (f) procedures for knowledge test preparation, type of questions and assessments, standards required for a pass;
 - (g) procedures for question analysis and review and issuing replacement exams; and
 - (h) knowledge test re-write procedures.
- 6.8 Policy regarding training effectiveness, including:
- (a) individual student responsibilities;
 - (b) liaison procedures between training departments;
 - (c) procedures to correct unsatisfactory progress;
 - (d) procedures for changing instructors;
 - (e) maximum number of instructor changes per student;
 - (f) internal feedback system for detecting training deficiencies;
 - (g) procedures for suspending a student from training;
 - (h) requirements for reporting and documentation; and
 - (i) completion standards at various stages of training to ensure standardization.

(7) Flight training syllabus

7.1 Detailed statement of the content specifications of all air exercises to be taught, arranged in the sequence to be flown with main and sub-titles.

7.2 Flight lesson reference list in the form of an abbreviated list of the above exercises giving only main and sub-titles for quick reference in a form to facilitate daily use by instructors.

7.3 Statement of how the course will be divided into phases, indicating how they will be arranged to ensure completion in the most suitable learning sequences and that essential or emergency exercises are repeated at the proper frequency.

7.4 Syllabus hours for each phase and for groups of lessons within each phase and when progress tests are to be conducted.

7.5 Statement of what a student is expected to be able to do and the standard of proficiency required before progressing from one phase of training to the next. Include minimum experience requirements in terms of hours and satisfactory exercise completion before undertaking significant lessons, such as night flying.

7.6 Requirements for instructional methods, particularly with respect to pre-flying and post-flying briefings, adherence to syllabi and training specifications, and authorization of solo flights.

- 7.7 Instruction in respect to the conduct and documentation of all progress checks.
- 7.8 Instruction, where applicable, given to all examining staff in respect to the conduct of tests.

(8) Flight simulation training syllabus

- 8.1 Syllabus for flight simulation training shall be structured generally as in paragraph 7 above.

(9) Theoretical knowledge syllabus

9.1 The syllabus for theoretical knowledge instruction shall be structured generally as in Part 6 of this attachment but with a training specification and objective for each subject. Ground or theoretical training is as much a part of pilot training as flight training.

9.2 As for flight training the theoretical knowledge each subject shall be divided into modules that are to be completed before the respective flight training may be conducted.

9.3 Each module shall be divided into lessons which make up the programme, and together with other same subject modules, make up the lesson time prescribe in the CAR for the course, if applicable.

9.4 An attendance register in accordance with the ATO training programme/plan is to be kept for inclusion in each individual student's training file, signed by the student, whether PPL, CPL, ATPL or other, as proof of attendance. Without proof of attendance, licences shall not be issued. In the event of an accident, these records will have to be produced as proof that the school carried out the training required at the stage of the student flight training.

9.5 A procedure for the liaison with the SACAA with regard to examination results in order to improve training material and quality of instruction should be made.

(10) Tests and checks conducted for the issuance of a licence or a rating

10.1 Should a training organisation be approved by the commissioner to conduct the testing required for the issuance of a licence or rating in accordance with Part 61, the training and procedures manual, it shall include:

- (a) name of the personnel with testing authority and scope of the authority;
- (b) role and duties of the authorized personnel;
- (c) if the school has been given authority to appoint personnel to conduct the testing required for the issuance of a licence or rating, the minimum requirement for appointment as well as the selection and appointment procedure; and
- (d) applicable requirements established by the SACAA such as:
 - (i) procedures to be followed in the conduct of checks and tests; and
 - (ii) methods for completion and retention of testing records as required by the SACAA.

(11) Records

11.1 Policy and Procedures regarding:

- (a) Attendance records;
- (b) Student training records;
- (c) Staff training and qualification records;

- (d) Person responsible for checking records and student personal logs;
- (e) Nature and frequency of record checks;
- (f) Standardization of record entries;
- (g) Personal log entries; and
- (h) Security of records and documents.

(12) Safety management system

12.1 Provide a description of the safety management system with reference to a separate safety management manual or, include the full safety management system in this part of the training and procedures manual.

(13) Quality assurance system

13.1 Provide a description of the quality assurance system, as required by regulation 141.02.3, with reference to a separate quality assurance manual or, include the full quality assurance system in this part of the training and procedures m

(14) Appendices

14.1 Sample progress test forms, navigation logs, test reports and records, a copy of the approved training organization approval document, as required.

141.02.2 MANUAL OF PROCEDURE

1. Information to be contained in manual of procedure

The information referred to in CAR 141.02.2(b), which must be contained in the manual of procedure of the applicant, must include the following:

- (1) A statement signed by the accountable manager on behalf of the applicant's organisation confirming that the manual of procedure and any included manuals –
 - (a) define the organisation and demonstrate its means and methods for ensuring ongoing compliance with Part 141; and
 - (b) will be complied with at all times.
- (2) The titles and names of the personnel required by CAR 141.02.4.
- (3) The duties and responsibilities of the personnel specified in CAR 141.02.4 including matters for which they have responsibility to deal directly with the Commissioner on behalf of the organisation.
- (4) An organisation chart showing lines of responsibility of the personnel specified in CAR 141.02.4 and extending to each location listed under subparagraph (5).
- (5) Details of those locations where members or personnel of the organisation are to exercise functions or powers delegated by the Commissioner.
- (6) A summary of the resources at and the scope of training to be conducted at each location listed under subparagraph (5).
- (7) Details of the organisation's procedure for recording which of its members and personnel hold authorisations granted by the organisation or delegations of the Commissioner's functions or powers, or both, including the extent and scope of those authorisations and delegations.
- (8) Details of the procedures required by -

- (a) CAR 141.02.4 regarding the competence of personnel;
 - (b) CAR 141.02.3 regarding quality control of the organisation.
- (9) Procedures to control, amend and distribute the manual of procedure.

141.02.3 QUALITY CONTROL SYSTEM

1. The training organization shall establish a quality assurance system, acceptable to the Commissioner granting the approval, which ensures that training and instructional practices comply with all relevant requirements.
2. Quality policy and strategy
 - (a) The ATO shall describe how the organization formulates, deploys, and reviews its policy and strategy and turns it into plans and actions applicable to all levels of the organization. A formal written quality policy statement should be established that is a commitment by the head of the training organization, as to what the quality assurance system is intended to achieve. The quality policy shall reflect the achievement and continued compliance with relevant parts of CAR 141, together with any additional standards specified by the ATO.
 - (b) The accountable manager of the training organization will have overall responsibility for the quality assurance system including the frequency, format and structure of the internal management review and analysis activities and may delegate the responsibility for the tasks, defined under paragraph 3 below, to a quality manager.
3. Quality manager
 - (a) The primary role of the quality manager is to verify, by monitoring activities in the field of training, that the standards as established by the ATO and any additional requirements of the Commissioner are being carried out properly.
 - (b) The quality manager shall be responsible for ensuring that the quality assurance system is properly implemented, maintained and continuously reviewed and improved.
 - (c) The quality manager shall:
 - (i) have direct access to the accountable manager; and
 - (ii) have access to all parts of the ATO's organization.
 - (d) The quality manager should be responsible for ensuring that personnel training relating to the quality assurance system is conducted.
4. Quality assurance system
 - (a) The quality assurance system of the ATO shall ensure compliance with requirements, conformance to standards and adequacy of training activities conducted.
 - (b) Every process that assists the ATO to achieve its results should be identified and the activities and procedures documented.
 - (c) The ATO shall specify the basic structure of the quality assurance system applicable to all training activities conducted.
5. Feedback System
 - (a) The quality assurance system shall include a feedback system to ensure that corrective actions are both identified and promptly addressed. The feedback system shall also

specify who is required to rectify discrepancies and non-conformance in each particular case, and the procedure to be followed if corrective action is not completed within an appropriate timescale.

6. Documentation

- (a) Relevant documentation includes the relevant part(s) of the Training and Procedures Manual, which may be included in a separate quality manual.
- (b) In addition, relevant documentation shall also include the following:
 - (i) quality policy;
 - (ii) terminology;
 - (iii) specified training standards;
 - (iv) a description of the organization;
 - (v) the allocation of duties and responsibilities; and
 - (vi) training procedures to ensure regulatory compliance.
- (c) The quality assurance audit programme, reflecting:
 - (i) schedule of the monitoring process;
 - (ii) audit procedures;
 - (iii) reporting procedures;
 - (iv) follow-up and corrective action procedures;
 - (v) recording system; and
 - (vi) document control.

7. Quality assurance audit programme

- (a) The quality assurance audit programme shall 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.

8. Quality inspection

- (a) 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.
- (b) Subject areas for quality inspections shall include:
 - (i) actual flight and ground training;
 - (ii) maintenance;
 - (iii) technical standards; and
 - (iv) training standards.

- (v) all procedures included in the training and procedures manual to ensure the processes instituted meet the aviation training organisation intended goal and facilitate improvement in the processes.

9. Audit

- (a) 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 shall be conducted.
- (b) Audits shall include at least the following quality procedures and processes:
 - (i) an explanation of the scope of the audit;
 - (ii) planning and preparation;
 - (iii) gathering and recording evidence; and
 - (iv) analysis of the evidence.
- (c) The various techniques that make up an effective audit are:
 - (i) interviews or discussions with personnel;
 - (ii) a review of published documents;
 - (iii) the examination of an adequate sample of records;
 - (iv) the witnessing of the activities which make up the training; and
 - (v) the preservation of documents and the recording of observations.

10. Auditors

- (a) The ATO shall 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 shall have relevant training and/or operational experience.
- (b) The responsibilities of the auditors shall be clearly defined in the relevant documentation.

11. Auditor's independence

- (a) Auditors shall not have any day-to-day involvement in the area of the operation or maintenance activity that is to be audited. An ATO may, in addition to using the services of full-time dedicated personnel belonging to a separate quality department, undertake the monitoring of specific areas or activities by the use of part-time auditors.
- (b) An ATO whose structure and size does not justify the establishment of full-time auditors, may undertake the audit function by the use of part-time personnel from within its own organization or from an external source under the terms of an agreement acceptable to the SACAA.
- (c) In all cases the ATO shall develop suitable procedures to ensure that persons directly responsible for the activities to be audited are not selected as part of the auditing team. Where external auditors are used, it is essential that any external specialist is familiar with the type of training conducted by the ATO.
- (d) The quality assurance audit programme of the ATO shall identify the persons within the company who have the experience, responsibility and authority to:

- (i) perform quality inspections and audits as part of ongoing quality assurance;
- (ii) identify and record any concerns or findings, and the evidence necessary to substantiate such concerns or findings;
- (iii) initiate or recommend solutions to concerns or findings through designated reporting channels;
- (iv) verify the implementation of solutions within specific time scales; and
- (v) report directly to the quality manager.

12. Audit scheduling

- (a) A quality assurance audit programme shall 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.
- (b) An ATO shall establish a schedule of audits to be completed during a specific calendar period. All aspects of the training shall be reviewed within a period of twelve months in accordance with the programme.
- (c) When an ATO defines the audit schedule, significant changes to the management, organization, training, or technologies should be considered, as well as changes to the standards and requirements.

13. Monitoring and corrective action

- (a) The aim of monitoring within the quality system is primarily to investigate and judge its effectiveness and thereby to ensure that defined policy and training standards are continuously complied with. Monitoring activity is based upon quality inspections, audits, corrective action and follow-up. The ATO should establish and publish a quality procedure to monitor compliance with requirements and conformance to standards on a continuing basis. This monitoring activity should be aimed at eliminating the causes of unsatisfactory performance.
- (b) Any non-conformance identified shall be communicated to the manager responsible for taking corrective action or, if appropriate, the head of the training organization. Such non-conformance shall be recorded, for the purpose of further investigation, in order to determine the cause and to enable the recommendation of appropriate corrective and preventive action.
- (c) The quality assurance audit programme shall include procedures to ensure that corrective and preventive actions are developed in response to findings. These quality procedures shall 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 where the finding was identified. The head of the training organization will have the ultimate responsibility for ensuring, through the quality manager(s), that corrective action has re-established conformance with the standard required by the ATO and any additional requirements established by the Licensing Authority SACAA or the ATO.
- (d) The ATO should identify internal and external customers, and monitor their satisfaction by measuring and analysis of feedback.

14. Management review and analysis
- (a) Management shall accomplish a comprehensive, systematic documented review and analysis of the quality assurance system, training policies, and procedures, and should consider:
 - (i) the results of quality inspections, audits and any other indicators;
 - (ii) the overall effectiveness of the management organization in achieving stated objectives; and
 - (iii) correcting trends, and preventing, where applicable, future non-conformities.
 - (b) Conclusions and recommendations made as a result of the review and analysis shall be submitted in writing to the responsible manager for action. The responsible manager shall be an individual who has the authority to resolve issues and take action. The head of the training organization shall decide upon the frequency, format, and structure of internal review and critical analysis meetings.
15. Recording
- (a) Accurate, complete and readily accessible records documenting the result of the quality assurance audit programme should be maintained by the ATO. Records are essential data to enable an ATO to analyse and determine the root causes of non-conformity, so that areas of non-compliance can be identified and subsequently addressed.
 - (b) The following records shall be retained at least for the period that may be required by national requirement. In the absence of such requirements, a period of three years is recommended:
 - (i) audit schedules;
 - (ii) quality inspection and audit reports;
 - (iii) responses to findings;
 - (iv) corrective and preventive action reports;
 - (v) follow-up and closure reports; and
 - (v) management review and analysis reports.
16. Quality assurance responsibility for satellite ATOs
- (a) An ATO may decide to sub-contract certain activities to external organizations subject to the approval of the SA CAA.
 - (b) The ultimate responsibility for the training provided by the satellite ATO always remains with the ATO. A written agreement shall exist between the ATO and the satellite ATO clearly defining the safety-related services and quality to be provided. The satellite ATO's safety-related activities relevant to the agreement shall be included in the ATO's quality assurance audit programme.
 - (c) The ATO shall ensure that the satellite ATO has the necessary authorization/approval when required, and commands the resources and competence to undertake the task. If the ATO requires the satellite ATO to conduct activity that exceeds the satellite ATO's authorization/approval, the ATO is responsible for ensuring that the satellite ATO's quality assurance takes account of such additional requirements.
17. Quality insurance system training

- (a) Correct and thorough training is essential to optimize quality in every organization. In order to achieve significant outcomes of such training the ATO shall ensure that all staff understands the objectives as laid down in the training and procedures or quality manual, as may be applicable.
 - (b) Those responsible for managing the quality assurance system shall receive training covering:
 - (i) an introduction to the concept of quality assurance system;
 - (ii) quality management;
 - (iii) concept of quality assurance;
 - (iv) quality manuals;
 - (v) audit techniques; and
 - (vi) reporting and recording.
18. The way in which the quality system will function in the ATO
- (a) Time shall be provided to train every individual involved in quality assurance and for briefing the remainder of the employees. The allocation of time and resources shall be governed by the size and complexity of the operation concerned.
19. Sources of personnel training
- (a) Quality assurance courses are available from the various national or international standards institutions, and an ATO should consider whether to offer such courses to those likely to be involved in the management of the Quality Assurance System. Organizations with sufficient appropriately qualified staff should consider whether to carry out in-house training.

141.02.3A SAFETY MANAGEMENT SYSTEM

1. Minimum Standards for the Safety Management System

The safety management system, referred to in regulation 141.02.3A include:

- (a) A clear definition of the level of safety that the organisation intends to achieve;
- (b) Proof by the approved training organisation to the Commissioner that adequate safety measures to maintain the required level of safety will be or have been instituted;
- (c) The components and elements described in section 2 below.

2. Components and elements required for a safety management system

- (1) Safety Policy and Objectives
 - (a) Management commitment and responsibility
 - (i) The approved training organisation shall define its safety policy which shall be in accordance with international and national requirements, and which shall be signed by the accountable executive.
 - (ii) The safety policy shall reflect its commitments regarding safety; including a clear statement about the provision of the necessary human and financial resources for its

implementation; and be communicated, with visible endorsement, throughout the organisation.

- (iii) The safety policy shall be reviewed at least biannually to ensure that it remains relevant and appropriate to the organisation.
- (b) Safety accountabilities of managers
- (i) The approved training organisation shall identify the accountable executive who, irrespective of other functions, shall have ultimate responsibility and accountability for the implementation and maintenance of the SMS.
 - (ii) The approved training organisation shall identify the safety accountabilities of all members of senior management, irrespective of other functions. Safety accountabilities and authorities shall be documented and communicated throughout the organisation.
- (c) Appointment of key safety personnel
- (i) The approved training organisation shall identify a safety manager, if he or she is not performing this function, to be the responsible individual and focal point for the implementation and maintenance of an effective SMS.
 - (ii) The safety manager shall report directly to the accountable manager (CEO or MD of the operator, organisation or provider) with respect to any significant safety concerns with unacceptable risk and with respect to implementation and maintenance of the SMS.
 - (iii) The selection criteria for safety managers or safety officers and suggested attributes and qualifications include:
 - (aa) Broad operational knowledge and experience in the functions of the organisation;
 - (bb) Sound knowledge of safety management principles and practices, including theoretical training and theoretical experience;
 - (cc) At least 2 years of experience (safety officer) and at least 5 years of experience (safety manager) with the implementation and management of an aviation safety management system;
 - (dd) Good written and verbal communication skills;
 - (ee) Well-developed interpersonal skills;
 - (ff) Computer literacy;
 - (gg) The ability to relate at all levels, both inside and outside the organisation;
 - (hh) Organisational ability;
 - (ii) Capable of working unsupervised;
 - (jj) Good analytical skills;
 - (kk) Leadership skills and authoritative approach;

(ll) Worthy of respect among peers and management;

(mm) Project management skills.

(d) SMS implementation plan

(i) The approved training organisation shall develop and maintain an SMS implementation plan that defines the organisation's approach to manage safety in a manner that meets the organisation's safety needs.

(ii) The SMS implementation plan of the approved training organisation shall explicitly address the coordination between the SMS of the approved training organisation and the SMS of other service providers (that may affect aviation safety and security) with whom the approved training organisation may interface during the provision of services.

(iii) The SMS implementation plan shall be endorsed by senior management of the organisation.

(e) Coordination of emergency response planning

The approved training organisation shall develop, coordinate and maintain an emergency response plan that ensures orderly and efficient transition from normal to emergency operations, and return to normal operations.

(f) Documentation

(i) The approved training organisation shall develop and maintain SMS documentation to describe the following:

(aa) safety policy and objectives;

(bb) the SMS requirements;

(cc) the SMS procedures and processes;

(dd) the accountabilities, responsibilities and authorities for procedures and processes; and

(ee) the SMS outputs.

(ii) The approved training organisation shall incorporate its safety management documentation into its manual of procedures to communicate its approach to safety throughout the operation, or in a separately approved SMS manual.

(iii) An SMS manual developed in terms of any other Part of the Regulations will be acceptable, provided the approved training organisation is associated with the holder of the approval.

(2) Safety risk management

(a) Hazard identification process

The approved training organisation shall develop and maintain a formal process for effectively collecting, recording, acting on and generating feedback about hazards in operations,

based on a combination of reactive, proactive and predictive methods of safety data collection.

Note: Reactive methods refer to methods of identifying hazards that are based on the investigation of occurrences. Proactive methods aim to use any other information within the organisation for the identification of potential hazards. Predictive methods rely on data that is collected within the organisation that could be used effectively to predict the existence of hazards, usually done by trend analysis.

(b) Risk assessment and mitigation process

(i) The approved training organisation shall develop and maintain a formal risk management process that ensures analysis (in terms of probability and severity of occurrence), assessment (in terms of tolerability or acceptability) and control (in terms of mitigation) of risks to an acceptable level.

(ii) The following matrixes should be used for purposes of analyzing and assessing risk:

Risk Severity Matrix

Risk Severity definition	Description: Consequence (can lead to)...	Examples of what to look out for...
Category A Catastrophic	One or multiple deaths & complete loss/destruction of equipment	A major accident.
Category B Hazardous	Serious injuries/Major Damage to equipment	Large reduction in safety margins, physical distress or workload such that the operators cannot be relied upon to perform their tasks accurately or completely.
Category C Major	Minor injuries/ Minor equipment damage	A significant reduction in safety margins, a reduction in the ability of the operators to cope with adverse operating conditions as a result of increase in workload, or as a result of conditions impairing their efficiency.
Category D Minor	Incidents	Operating limitations are breached. Procedures are not used correctly.
Category E Negligible	Negligible/Inconvenience	Few consequences. No safety consequences. Nuisance.

Risk Probability Matrix

Likelihood/ Probability	Description	Examples of what to look out for
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Category		
1	Extremely improbable (Rare)	Almost inconceivable that the event will occur.
2	Improbable (Seldom)	Very unlikely that the event will occur. It is not known that it has ever occurred before.
3	Remote (Unlikely)	Unlikely but could possibly occur. Has occurred rarely.
4	Occasional	Likely to occur sometimes. Has occurred infrequently.
5	Frequent	Likely to occur many times/regularly. Has occurred frequently/regularly.

RISK PROBABILITY		RISK SEVERITY				
		Catastrophic A	Hazardous B	Major C	Minor D	Negligible E
Frequent	5	5A	5B	5C	5D	5E
Occasional	4	4A	4B	4C	4D	4E
Remote	3	3A	3B	3C	3D	3E
Improbable	2	2A	2B	2C	2D	2E
Extremely improbable	1	1A	1B	1C	1D	1E

Risk assessment Index	Suggested Criteria
5A, 5B, 5C, 4A, 4B, 4C, 3A, 3B, 2A	Unacceptable under the existing circumstances. Risk mitigation critical.
5D, 4D, 3C, 3D, 2B, 2C, 1A, 1B	Risk mitigation required. It might require management decision.
5E, 4E, 3E, 2D, 2E, 1C, 1D, 1E	Acceptable.

- (iii) The following is an example of strategies that can be introduced for mitigation (risk control):

Avoidance	The operation or activity is cancelled because the risks exceed the benefits of continuing the operation or activity.
Reduction	The frequency of the operation or activity is reduced, or action is taken to reduce the magnitude of the consequences of the accepted risks.
Segregation of exposure	Action is taken to isolate the effects of risks or build in redundancy to protect against it.

- (iv) Alternative means of analyzing, assessing and controlling risk may be implemented by the approved training organisation with the approval of the Commissioner.
- (v) All safety information reported to the Commissioner shall be in the format specified in the above matrixes.
- (vi) The approved training organisation shall also define those levels of management with authority to make decisions regarding the tolerability/acceptability of safety risks, and the introductions of mitigating measures.

(3) Safety assurance

(a) Monitoring and measurement of safety performance

- (i) The approved training organisation shall develop and maintain the means to verify the safety performance of the organisation compared to the safety policy and objectives, and to validate the effectiveness of safety risk controls.
- (ii) The safety reporting procedures relating to safety performance and monitoring shall clearly indicate which types of operational behaviours are acceptable or unacceptable, and include the conditions under which immunity from disciplinary action would be considered. A non-punitive policy is required to enhance the reporting culture. Immunity from disciplinary action may not be granted in instances of violation and negligence.

(b) The management of change

The approved training organisation shall develop and maintain a formal process to identify changes within the organization which may affect established processes and services; to describe the arrangements to ensure safety performance before implementing changes; and to eliminate or modify safety risk controls that are no longer needed or effective due to changes in the operational environment.

(c) Continuous improvement of the SMS

The approved training organisation shall develop and maintain a formal process to identify the causes of sub-standard performance of the SMS, determine the implications of sub-standard performance in operations, and eliminate such causes. This may be achieved through audits of the SMS to ensure its effective implementation.

(4) Safety promotion

- (a) Training and education
 - (i) The approved training organisation shall develop and maintain a safety training programme that ensures that personnel responsible for the associated functions as contained in the SMS are trained and competent to perform the SMS duties.
 - (ii) The scope of the safety training shall be appropriate to each individual's involvement in the SMS.

(b) Safety communication

The approved training organisation shall develop and maintain formal means for safety communication, which ensures that all personnel are fully aware of the SMS, conveys safety critical information, and explains why particular safety actions are taken and why safety procedures are introduced or changed.

(5) Safety reporting requirements

- (a) The approved training organisation shall report any significant safety concern identified through its SMS to the Commissioner within 7 days of it being verified.
- (b) The approved training organisation shall report the following safety information to the Commissioner on an annual basis, as per a schedule agreed to with the Commissioner:
 - (i) The top 20 hazards identified by the operator;
 - (ii) The mitigation strategies implemented to address the risk.

141.02.4 PERSONNEL REQUIREMENTS

1. The duties and responsibilities of the personnel specified in regulation 141.02.4 including matters for which they have responsibility to deal directly with the Commissioner on behalf of the organisation.
2. An organisation chart showing lines of responsibility of the personnel specified in regulation 141.02.4 and extending to each location listed under sub-paragraph 3.
3. Details of those locations where members or personnel of the organisation are to exercise functions or powers delegated by the Commissioner.
4. A summary of the resources at and the scope of training to be conducted at each location listed under subparagraph 3.
5. Details of the organisation's procedure for recording which of its members and personnel hold authorisations granted by the organisation or delegations of the Commissioner's functions or powers, or both, including the extent and scope of those authorisations and delegations.
6. Details of the procedures required by -
 - (a) Regulation 141.02.4 regarding the competence of personnel;
 - (b) Regulation 141.02.3 regarding quality control of the organisation.
7. Procedures to control amend and distribute the