



Session 8

Management Aspects of the Cabin Safety Training Programme



Overview

- The need for key personnel
- Cabin crew training manager
- Instructors and evaluators
- Course developers
- Training delivery methods
- Continuous improvement of training programme
- Documentation
- Q&A

The Need for Key Personnel

- Integral to successful training programmes
 - Cabin crew training manager
 - Course developers
 - Instructors
 - Evaluators
- These professionals should
 - possess good understanding of learning process
 - positively influence human behavior



The Need for Key Personnel

- To obtain quality training, operator needs
 - training development
 - continued evaluation of training programmes
- Operator should
 - establish qualifications for key personnel
 - implement process for continuous improvement of training programmes





Cabin Crew Training Manager

- Should be appointed by operator
 - may be subject to approval by State
- Demonstrate thorough understanding and knowledge of
 - administrative and practical responsibilities
 - procedures associated with the position
- Qualifications in accordance with national regulations
 - where applicable

Cabin Crew Training Manager

- Recommended qualifications should include
 - experience as cabin crew member
 - management skills
 - experience in instructional and training skills
 - knowledgeable about applicable regulations & operator's SOPs
- Responsibilities outlined in Chapter 14





Cabin Crew Instructor Qualification

- Prior to issue of instructor qualification all candidates should hold a cabin crew qualification
 - for which privilege to instruct is being sought
- Does not preclude subject matter expert from being authorized to instruct on their area of expertise
- Qualified & authorized instructors may be assigned to carry out instruction
 - and auditing duties to determine that required performance standards have been satisfactorily achieved
- Qualifications in accordance with national regulations
 - where applicable

Instructor Selection Process

- Instructors should undergo selection process
- Assess individual's knowledge, capability & competency suitable for instructor's role
- Determine person's motivation
- Based on criteria intended to define a proven capability in subject for which they expects to instruct
 - in accordance with competencies described in Chapter 14

Cabin Crew Evaluator Qualification

- In CBTA, evaluator is person authorized to conduct **formal** and **final** summative **assessment**
 - of a trainee's performance
- Evaluator is responsible for
 - making determination of actual competency standards attained
 - and any recommendation for corrective action, if necessary
- Qualifications follow those of instructor
- Follow same selection process



Instructor vs. Evaluator

- National regulations may require operator to qualify and assign different individuals to fulfill **distinct** roles of cabin crew instructors & evaluators
- If this is not the case
 - both roles may be assigned to same individual
- If instructor is also evaluator on trainees that he/she instructed
 - should remain impartial during assessment



ICAO Competency Framework

- Similarly to cabin crew competencies
- Cabin crew instructor and evaluator need to master set of competencies
 - enable them to perform instruction and evaluation tasks
 - manage full spectrum from ground instruction to evaluations during line ops
- ICAO Competency Framework for Cabin Crew Instructors and Evaluators
 - presented in Appendix to Chapter 14
- Operators and ATOs electing to implement CBTA for their instructors and evaluators
 - may develop adapted competency model
 - to suit particular context of organization

Instructor & Evaluator Competencies

1. Management of the learning environment
2. Mentoring & coaching
3. Instruction
4. Communication
5. Assessment
6. Collaboration
7. Self-assessment
8. Ethics and integrity

- *Refer to Appendix to chapter 14 for Framework*



Instructor & Evaluator Competencies

Competency	Description	Observable behaviours (OB)
Mentoring and coaching	Supports trainee integration into the professional environment by mentoring, advising, guiding and creating a positive learning experience.	OB 2.1 Identifies and demonstrates awareness of trainee characteristics (experience, language, culture) OB 2.2 Develops a rapport with the trainee and provides encouragement and support OB 2.3 Promotes positive working relationships OB 2.4 Encourages a positive approach to learning OB 2.5 Demonstrates empathy and understanding, recognising situations when extra support is required OB 2.6

OBs are performed to criterion, e.g. accurately or correctly, generally not stated



Instructor & Evaluator Training

- Training programme for instructor or evaluator role
 - should focus on development of competencies
 - listed in the Attachment to Chapter 14
- Prior to issue of instructor or evaluator qualification
 - all candidates should successfully complete formal competency assessment in role
 - during conduct of cabin crew training
- Final assessment of instructor or evaluator competence should be made against adapted competency model
 - based on ICAO competency framework
- All instructors and evaluators should receive refresher training
 - be re-assessed using documented training and assessment process
 - acceptable to the State
 - or at intervals in accordance with national regulations

Evaluator Reliability



- Reliability is needed to ensure consistency in assessments conducted by examiners
- When evaluators use assessment instrument, process should be in place to ensure
 - consistency or stability of results given by a single evaluator to same performances at different moments in time
 - **intra-evaluator reliability**
 - consistency or stability of results between different evaluators
 - **inter-evaluator reliability**

Evaluator Reliability (2)

- If assessment instrument is multiple choice questionnaire
 - limited training for inter and intra-evaluator reliability required
 - evaluators need to apply answer key
- If evaluators have to judge against criteria
 - reliability training comes into play
 - evaluators need to be calibrated in how they interpret criteria
- *Refer to Manual of Evidence-based Training (Doc 9995)*

Course Developer

- Responsible for development of cabin crew training programme
 - that meets regulatory requirements
- Have ability to develop training in accordance with features of CBTA
 - *refer to Chapter 2*



Course Developer Qualifications

- Recommended qualifications should include
 - experience in instructional and training skills
 - knowledge of applicable material, regulations & operator SOPs
 - computer skills and knowledge of necessary software
- No set competency framework



Course Developer Responsibilities

- Designing training programme
- Defining training objectives
- Designing course examinations & practical evaluations
- Designing training modules
- Determining training strategy
- Selecting training media
- Producing CBTA content and materials
- Carrying out developmental testing of CBTA materials
- Improving training programme
 - based on analysis of different sources of information



Training Delivery Methods

- Variety of training methods should be used
 - classroom, CBT, hands-on exercises, simulated exercises, etc.
 - as appropriate to subject matter
- Balance between independent learning and supervised training
 - e.g. distance learning vs. classroom training
- Consider various ages, cultures & language proficiency of trainees

Training Delivery Methods

- Various training mediums should be utilized
 - any distance training should include technology support
 - some learners may require more interactive learning techniques
 - different learning styles should be considered
- CBT or distance training should incorporate learning management system
 - which ensures learning is achieved, recorded and validated
- Hands-on exercises and simulated exercises should be conducted utilizing representative training devices



Continuous Improvement

- Evaluation process should be developed for
 - the course
 - training personnel
 - training material
- To continuously improve quality of training programme
 - course evaluation
 - instructor performance
 - training material evaluation



Course Evaluation

- Instructor should evaluate effectiveness of training system
 - by performing course evaluation
 - utilizing trainee feedback
 - and trainee performance outcomes of training
- Refer to competency framework
 - for further information



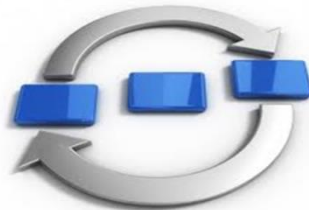
Instructor & Evaluator Performance

- Each instructor and evaluator should
 - undergo periodic performance review
 - to ensure competency and standardization
- Each instructor and evaluator should also
 - evaluate his/her effectiveness
 - and sustain personal development
- Refer to competency framework
 - for further information



Training Material Evaluation

- At management level, operator or ATO should evaluate training material
 - validate CBTA training materials and results
 - evaluate whether performance criteria objectives are met
 - evaluate whether organizational & operational objectives are met



Documentation

- Operator should have and maintain system for management and control of all cabin crew training records
- Maintain records of instructors and evaluators
- Training programme material
 - current training programme contents and lesson plans
 - validation of training programme and results
 - annual programme update/review



Points to Remember

- The need for key personnel
- Competencies for instructors and evaluators
- Training delivery methods: a balanced approach
- Importance of evaluator reliability
- Aspects of continuous improvement of programme
- Complete documentation

