



# Advisory Circular

TCAA-AC-OPS009B

April 2018

## COMPANY INDOCTRINATION TRAINING

### 1.0 PURPOSE

This Advisory Circular (AC) specifies the objectives and content of company indoctrination curriculum segments applicable to operational and management personnel. Company indoctrination training is normally the first curriculum segment of instruction conducted for newly-hired employees of an AOC holder in these categories.

### 2.0 REFERENCES

- 2.1 Regulation 171 of the Civil Aviation (Operation of Aircraft) Regulations; and
- 2.2 Regulation 15 of the Civil Aviation (Air Operator Certification and Administration) Regulations.

### 3.0 OBJECTIVE OF COMPANY INDOCTRINATION

3.1 The objective of company indoctrination training is to introduce the newly-hired operations personnel to the operator and the Operator's manner of conducting operations in air transportation. It specifically acquaints the new operations personnel with the operator's policies, procedures, forms, organizational and administrative practices, and ensures that the new operations personnel has acquired basic knowledge of the company operational .procedures.

3.2 The company indoctrination curriculum segment consists of training modules which contain information applicable to the new operations personnel specific duty position. Two general subject areas are required during company indoctrination training which are "operator-specific" and licensed-personnel-specific training. They serve to acquaint the operations personnel with the operator's means of regulatory compliance and to ensure that basic knowledge of the company operational .procedures has been acquired before entering aircraft ground and flight training. These two areas are not always mutually exclusive and in many cases may be covered in the same training module.

### 4.0 OPERATOR-SPECIFIC INDOCTRINATION TRAINING

- 4.1 The, "operator-specific," indoctrination training must include training modules in at least the following:
  - 4.1.1 Duties and responsibilities of the respective operations personnel;
  - 4.1.2 Appropriate provisions of the Civil Aviation Regulations;
  - 4.1.3 Contents of the air operator's operating certificate and operations specifications



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4.2 Operator-specific training modules should also include information about the company which the new operations personnel needs in order to properly perform his duties as an employee of the operator. This information may include such items as the operator's history, organisation, policies, scope of operation, administrative procedures, employee rules of conduct, compensation, benefits, and contracts.

## 5.0 LICENSED-PERSONNEL-SPECIFIC INDOCTRINATION TRAINING

5.1 The licensed-personnel-specific indoctrination training must address appropriate portions of the air operator's operating manual. Licensed-personnel-specific indoctrination training should also include other pertinent information that ensures that the new operations personnel will be prepared for aircraft ground and flight training as applicable. Licensed-personnel-specific indoctrination training should include elements which show that training applicable to the duty position will be given on the general principles and concepts of which includes the following:

5.1.1 Flight supervision and control (this includes dispatch or flight release for operations under the Civil Aviation (Operation Of Aircraft) Regulations and The Civil Aviation (Air Operator Certification And Administration) Regulations);

5.1.2 Mass and balance;

5.1.3 Aircraft performance and airport analysis;

5.1.4 Meteorology;

5.1.5 Navigation;

5.1.6 Airspace and ATC procedures;

5.1.7 En route and terminal area charting and flight planning;

5.1.8 Instrument procedures.

5.2 Licensed-personnel-specific indoctrination training should address the kind of operation and the general capabilities of the operator's aircraft; for example, an operator under the Civil Aviation (Operation Of Aircraft) Regulations and the Civil Aviation (Air Operator Certification and Administration) Regulations using turbojet aircraft for commercial operations, should include high altitude meteorological information (e.g. the jet stream) in the meteorology training module. An operator of a single-engine reciprocating powered aircraft, who is not operating at high altitudes, would not normally need to address high altitude meteorology in this module. It is important to note that licensed-personnel-specific training is not "aircraft-specific" and is intended to ensure the new operations personnel has a fundamental understanding of certain generalised areas before progressing into aircraft ground and flight training for a specific aircraft.

## 6.0 FLIGHT CREW COMPANY INDOCTRINATION TRAINING MODULES



6.1 The flight crew member company indoctrination curriculum segments must include as many training modules as necessary to ensure appropriate training. An example curriculum segment is shown in the appendix. Each module outline must provide at least the following;

6.1.1 A descriptive title of the training module;

6.1.2 A list of the related module elements to be presented during instruction on that module.

6.2 The training module outlines must contain sufficient elements to ensure that a new flight crew will receive training in both operator-specific and licensed-personnel-specific subject areas to provide a suitable foundation for subsequent aircraft-specific curriculum segments. An operator has a certain amount of flexibility in the construction of these training modules. For example, the licensed-personnel-specific training modules for new flight crew with significant experience in operations may be less comprehensive than the training modules for new flight crew without such experience. In a case where an operator needs short term additional flight crew, he would normally hire only highly qualified personnel with experience in the type of operations envisaged.

6.3 The following example illustrates one of the many acceptable methods in which a company indoctrination training module could be presented:

**AIR OPERATOR CERTIFICATE AND OPERATIONS SPECIFICATIONS**

- (a) Definitions, descriptions and organization
  - (b) Regulatory basis in CARs
  - (c) Content of Air Operator Certificate and Operations Specifications
  - (d) Applicable Limitations and Authorizations
- ← Elements Within a Training Module ←

6.4 It is not necessary or desirable to include detailed descriptions of each element within a training module outline.

**7.0 TRAINING HOURS**

Regulation 171(3) of the Civil Aviation (Operation of Aircraft) Regulations specifies a minimum of 40 programmed hours of instruction for company indoctrination training. Normally, 40 hours should be the minimum number of training hours for company indoctrination for air operators who employ personnel with little or no previous experience. Reductions to the programmed hours in certain situations, however, may be appropriate for several reasons. One example would be a merger or acquisition situation where flight crew new to the surviving air operator may only require "operator-specific" training modules. Another example would be the operator's enrolment prerequisites requiring a high level of operations experience under the Civil Aviation (Operation of Aircraft) Regulations and the Civil Aviation (Air Operator Certification and Administration) Regulations.



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## 8.0 COURSE COMPLETION REQUIREMENTS

Completion of this curriculum segment must be documented by a certificate from an instructor or supervisor certifying that the new operations personnel have successfully completed the course. This certification is usually based on the results of a written examination given at the end of the course. With some training methods, the certification may be based on the new operations personnel progress checks administered during the course.

## 9.0 OPERATOR-SPECIFIC TRAINING MODULES

**9.1** The subject area of a company indoctrination training curriculum segment referred to as "operator-specific" includes training modules that pertain to the operator's methods of compliance with the regulations and safe operating practices. Examples of recommended training modules for the operator-specific subject areas include the following:

### 9.1.1 Duties and Responsibilities.

- a) Company history, organization, and management structure;
- b) Operational concepts, policies, and kind of operation;
- c) Company forms, records, and administrative procedures;
- d) Employee standards and rules of conduct;
- e) Employee compensation, benefits, and contracts;
- f) Authority and responsibilities of duty position;
- g) Company-required equipment;
- h) Company manual organization, revisions, and employee responsibilities concerning manuals.

### 9.1.2 Appropriate Provisions of the Civil Aviation Regulations

- a) Flight crewmember certification, training, and qualification requirements;
- b) Medical certificates, physical examination, and fitness for duty requirements;
- c) Flight control requirements (dispatch, flight release, or flight-locating);
- d) Flight duty and rest requirements;
- e) Recordkeeping requirements;
- f) Operational rules in the Civil Aviation (Operation of Aircraft) Regulations and the Civil Aviation (Air Operator Certification and Administration) Regulations (where applicable) and any other applicable regulations;
- g) Regulatory requirements for company manuals;
- h) Other appropriate regulations such as flight crew emergency authority, interference with crewmembers, and reporting requirements.



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## 9.1.3 Contents of Air Operator Certificate and Operations Specifications.

- a) Regulatory basis under The Civil Aviation (Air Operator Certification And Administration) Regulations;
- b) Definitions, description, and organization of operations specifications;
- c) Limitations and authorizations of operations specifications;
- d) Description of certificate;
- e) Description of the Civil Aviation Authority and responsibilities of the CAA Flight Operations Inspector.

## 10.0 LICENSED-PERSONNEL-SPECIFIC TRAINING MODULES

**10.1** The licensed-personnel-specific training modules of the company indoctrination curriculum segment contain training to ensure new operations personnel will be able to enter subsequent ground and flight training curriculum segments as applicable. These modules address the appropriate portions of the operator's manual and standard practices of airmanship and flight procedures. The emphasis in licensed-personnel-specific training is not aircraft-specific. It should relate to the operator's kind of operation and the family or families of aircraft used by the operator.

**10.2** The objective of licensed-personnel-specific training is to ensure that the new operations personnel has acquired the company knowledge necessary for operations under the Civil Aviation (Operation Of Aircraft) Regulations, the Civil Aviation (Air Operator Certification and Administration) Regulations or The Civil Aviation (Aerial Work) Regulations (as applicable).

**10.3** Examples of recommended training modules for the licensed-personnel-specific subject areas include the following:

### 10.3.1 For flight crew and Flight Operations Officers-

#### a) **Company Operations Control -**

- (i) Dispatch, flight release, or flight locating systems and procedures (as applicable);
- (ii) Organization, duties, and responsibilities;
- (iii) Weather and NOTAM information;
- (iv) Company communications;

#### b) **Mass and Balance-**

- (i) Definitions (such as zero-fuel mass, moments, and inches of datum);



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- (ii) General loading procedures and centre of gravity computations;
- (iii) Effects of fuel burn and load shifts in flight;
- (iv) Mass and balance forms, load manifests, fuel slips, and other applicable documents;
- c) Aircraft Performance and Airport Analysis-**
  - (i) Definitions (such as balanced field, VMC, obstruction planes, and maximum endurance);
  - (ii) Effects of temperature and pressure altitude;
  - (iii) General criteria (obstacle clearance standards);
  - (iv) Airport analysis system as appropriate to the type of operation and family or families of aircraft;
  - (v) Effects of contaminated runways;
- d) Meteorology-**
  - (i) Basic weather definitions (such as forecasts, reports, and symbols);
  - (ii) Temperature, pressure, and winds;
  - (iii) Atmosphere moisture and clouds;
  - (iv) Air masses and fronts;
  - (v) Thunderstorms, icing, and wind shear;
- e) Navigation-**
  - (i) Definitions (such as Class I, Class II navigation);
  - (ii) Basic navigational instruments;
  - (iii) Dead reckoning, map reading and pilotage concepts and procedures;
  - (iv) Navigational aids;
  - (v) VHF, VLF, GPS and self-contained systems (as applicable);
- f) Airspace and ATC Procedures-**
  - (i) Definitions (such as precision approaches, airways, and ATIS);
  - (ii) Description of airspace;
  - (iii) Navigation performance and separation standards;
  - (iv) Controller and pilot responsibilities;
  - (v) ATC communications;
  - (vi) Air traffic flow control;
  - (vii) Wake turbulence recognition and avoidance;



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**NOTE** There have been several accidents and incidents related to Boeing 757 (B-757) wake turbulence. Although the B757 does not fit into the "heavy" classification of aircraft, it is being treated as such until a new classification determination is made. Each of these events occurred when the trailing aircraft was not being provided Instrument Flight Rules traffic separation. To reduce the possibility of such occurrences, Air Traffic Control should issue "Wake Turbulence Cautionary Advisories" to Visual Flight Rules aircraft following B-757 aircraft. Studies of wake turbulence have expanded to include pilot awareness, avoidance, and aircraft-specific procedures for a wake turbulence encounter. Pilots should be encouraged to maintain the prescribed wake turbulence separation distances. Since wake turbulence is not unique to the B-757, all pilots should exercise caution when operating behind and/or below all heavier aircraft.

**g) En Route and Terminal Area Charting and Flight Planning-**

- (i) Terminology of charting services (such as Jeppesen );
- (ii) Takeoff minimums, landing minimums, and alternate requirements;
- (iii) General company flight planning procedures;
- (iv) Flight service and international procedures (as applicable);
- (v) Airport diagrams;

**h) Concepts of Instrument Procedures-**

- (i) Definitions (such as MDA, DH, CAT II ILS);
- (ii) Holding patterns, procedure turns;
- (iii) Precision approaches (such as CAT I, CAT II, and CAT III);
- (iv) Non precision approaches;
- (v) Circling, visual, and contact approaches (as applicable);

**i) For Cabin Crew-**

- (i) Passenger safety briefing;
- (ii) Accident/incident reporting;
- (iii) Flight safety programme;
- (iv) Passenger onboard medical emergency;
- (v) Handling of disabled passengers;
- (vi) Aircraft security measures;
- (vii) Operations control supervision and authorities;
- (viii) Standard operating procedures.



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**Tanzania Civil Aviation Authority**





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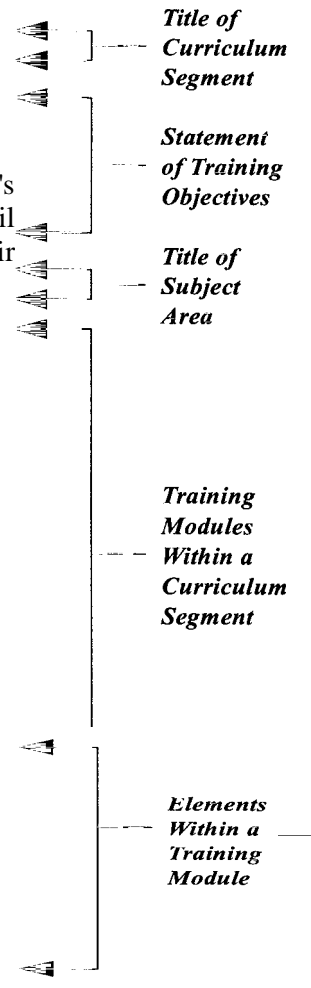
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## APPENDIX EXAMPLE CURRICULUM SEGMENT

### FLIGHT CREW MEMBER COMPANY INDOCRINATION TRAINING

1. Training Objective: The new staff shall understand the airline's policies, procedures, and means of compliance with the Civil Aviation Regulations while engaged in the business of air transportation.
2. Company Policies and Procedures:
  - (a) Company history, organization and description
  - (b) Operational concepts, scope, and policy
  - (c) General forms, records, and administrative procedures
  - (d) Employee standards and rules of conduct
  - (e) Employee compensation and benefits
  - (f) Contracts
  - (g) Overview of the Civil Aviation Regulations
  - (h) Certificate and Operations Specifications
  - (i) Company Manuals
  - (j) Flight Control
  - (k) Mass and Balance



### → CERTIFICATE AND OPERATIONS SPECIFICATIONS

- Definitions, descriptions, and organization
- Regulatory basis in the Act and Regulation
- Contents of certificate and operations specifications
- Applicable limitations and authorizations