



وزارة المواصلات والاتصالات

Ministry of Transportation  
and Telecommunications

# **CIVIL AVIATION PUBLICATION**

## **CAP 24**

### **CABIN CREW**

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### CABIN CREW

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**Bahrain CAA Publication Revisions Highlight Sheet**

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The following pages have been revised to Revision 03 dated 30 June 2016.

Item	Paragraph number	Remove	Insert	Reason
1	INDEX	ii	ii	Section 4.8.9 pagination and title revised.
2	4.8.1	11	11	'Approved' wording in first paragraph changed to 'accepted'.
3	4.8.9	14	14	Section title changed from 'Designated Examiner Certificate' to 'Examiner Qualifications'. 4.8.9(a) wording 'Issue' is changed to 'Qualifications'. 4.8.9(a)(1) item deleted and succeeding items re-numbered. 4.8.9(a)(4) item is re-worded. 4.8.9(b) 'Qualification' is added to the existing item. 4.8.9(b)(1) deleted and following item re-numbered.

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### 1. INTRODUCTION

#### 1.1 Purpose

This Civil Aviation Publication (CAP) provides additional interpretative material and guidance for personnel involved in the training and management of cabin crewmembers for the following;

- (a) Approval of cabin crew training organisations;
- (b) Operator approval of cabin crew;
- (c) Training programmes for cabin crew;
- (d) Compilation of Operations Manual procedures; including
  - (1) Guidance material for Operations manual; and
  - (2) Legal considerations for disruptive passengers; and
  - (3) Crew Resource Management.
- (e) Attestation of initial safety training of cabin crew;
- (f) Designated Examiner requirements.

#### 1.2 Applicability

This guidance material applies to all Bahraini private and commercial aeroplane operators, which utilise cabin crew either in or outside Bahraini territorial airspace.

#### 1.3 References

- (a) ANTR-OPS 1, Subpart O
- (b) JAA TGL No. 3; 24 and 31.

### 2. TRAINING ORGANISATION

#### 2.1 Management and Staffing

- (a) General

An adequate number of qualified, competent staff is to be employed and the management structure should ensure supervision of all grades of staff by persons who have the necessary experience and qualities. The CAA will place particular emphasis on the qualifications and competence of all training staff in their specialisation and in training techniques. A Training Organisation is considered normally to be a single organisation, staffed, equipped and operated in a suitable

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environment, offering the practical training and theoretical instruction required for the course provided. Where training is provided at multiple locations, all sites will be subject to inspection.

(b) Head of Training

The Head of Training should have extensive experience in cabin crew training and a sound managerial capability.

Should the Head of Training cease to be employed in that role, the approval will automatically lapse. The CAA must be informed of the departure or intended departure of the Head of Training. However, provided that a named deputy has been in post and has been active for at least 90 days before the departure of the Head of Training, permission may be given for the approval to continue pending the appointment of a permanent replacement. The acceptability to the CAA of an intended appointee should be confirmed before the appointment is made.

(c) Instructors

Sufficient instructors must be employed to ensure the proper continuity of training for all trainees attending the course.

### 2.2 Training Standards

The CAA requires that adequate arrangements be put in place by the Head of Training for the standardisation of instructors and the provision of instructor briefing material. Such arrangements shall be detailed in the Training Manual.

Arrangements are to be made for periodic standardisation and checking. Such training and checking is to be recorded within the organisation's quality control system.

### 2.3 Training Programme

The Training Manual will state entry requirements for the course and include the standards and objectives for each module of training that the trainees are required to complete. The length and amount of training appropriate to the course should be designed for a trainee with the minimum entry requirements as detailed in the Training Manual.

The training course should be based on generic procedures and regulatory requirements, and not refer to a specific aircraft type.

The CAA will only approve courses prepared and delivered in the English language. All course material and documents shall be in English. Training Organisations shall ensure that trainees for whom English is a second language have an adequate understanding of spoken and written English before admitting them to a course.

### 2.4 Facilities

Suitable facilities must be provided to conduct the training. Classrooms should be well lit and have the necessary instructional aids with adequate ventilation and comfort.

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A Training Organisation may make training arrangements with other TOs or providers for specific sections of the training (e.g. emergency exit training; mock-ups, swimming pools etc), but must ensure that these other organisations comply with the appropriate requirements.

Where training is provided at multiple locations, all sites will be subject to inspection. The Training Organisation must be self-sufficient and able to test its trainees at the completion of each module of training. In all cases, the Head of Training is responsible for its training standards and compliance with appropriate requirements, including testing, even though a sub-contracted organisation may also be approved.

### 2.5 Representative Training Devices

A representative training device, if acceptable to the Authority, may be used for the training of cabin crew as an alternative to the use of the actual aeroplane or required equipment. Only those items relevant to the training and testing intended to be given should accurately represent the aeroplane in the following particulars:

- (a) Layout of the cabin in relation to exits, galley areas and safety equipment stowage;
- (b) Type and location of passenger and cabin crew seats;
- (c) Exits in all modes of operation (particularly in relation to method of operation, their mass and balance and operating forces) including failure of power assist systems where fitted; and
- (d) Safety equipment of the type provided in the aeroplane (such equipment may be 'training use only' items and, for oxygen and protective breathing equipment, units charged with or without oxygen may be used).

### 2.6 Records

#### 2.6.1 General

The form of trainee training records including the attestation is to be specified in the Training Manual and be acceptable to the CAA. Cabin crew members are not required to carry their attestation. Records should be retained by the TO for a minimum of five years.

#### 2.6.2 Attestation of Initial Safety Training of Cabin Crew

It is a CAA requirement that an operator ensures that each cabin crew member who has successfully completed initial training holds an attestation of safety training. The operator or the approved training organisation providing the training course, shall deliver an attestation of safety training to a cabin crew member after he/she has completed the initial safety training and successfully passed the check referred to in ANTR-OPS 1.1025.

Operators will retain the responsibility for maintaining training records for each cabin crew member. The attestation will not replace the need for the production and retention of the initial training record as required by ANTR-OPS 1.1035. Therefore, the operator shall retain both a copy of the attestation and the initial training record.



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Operators may recruit cabin crew who already hold an attestation of initial training. However, the operator remains responsible for ensuring that this training was carried out in accordance with the procedures and requirements contained in their Cabin Crew Training Manual. The operator is not required to issue a further attestation.

The attestation shall form part of the training record for each cabin crew member and a sample copy should be included in the operator's Cabin Crew Training Manual. The format of the attestation must be acceptable to the CAA. As a minimum, an attestation should contain the following information:

- Name of operator or training organisation delivering the attestation and the AOC/Organisation Approval number as applicable;
- Cabin crew member name;
- Confirmation of completion of an initial safety training course in accordance with ANTR OPS 1.1005;
- Confirmation of successfully passing the associated check referred to in ANTR OPS 1.1025;
- Dates of start and end of the course; and
- Date of issue.

*Note: Appendix 4 to this CAP shows the recommended format for an attestation*

### 2.7 Approval Process

#### 2.7.1 Application

##### (a) General

It is the CAA's experience that considerable resources and effort are required to prepare an initial application for approval to conduct courses of training, particularly in relation to the development of the required documentation. Therefore organisations should make realistic assumptions from the outset as to how long it will take to obtain approval and are strongly recommended to inform the CAA of their intentions at an early stage of planning.

A training organisation seeking approval for the cabin crew initial course should apply to the Chief of Aircraft Operations Section using form ALD/OPS/F116.

##### (b) Supporting Documentation

The application should also include the following documentation:

- Operations Manual containing:
  - All information given to trainees during the course.

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- Amendment process for update of information and CAA notification.
- Training Organisation Training Manual containing:
  - Course syllabi and methodology.
  - Instructor guidance notes.
  - Amendment process for update of information and CAA notification.
- Quality Manual containing:
  - Quality oversight procedures.
  - Procedures for changing instructors.
  - Procedures for trainee failure.
  - Detailed management structure and post holder CVs using form ALD/AIR/F018).
- List of external facilities to be used on the course.
  - Swimming pools, aircraft training devices, etc.
- Description of accommodation and facilities
  - Classrooms, restrooms, toilets, etc.
  - Number of staff and trainees that can be accommodated.
  - Statement that it is adequately lit, ventilated and free from external noise and distractions.
- Ratio of instructor to trainees.
- List of equipment, training material, DVDs, handouts, etc.
- List and qualifications of instructors.
- Evidence of continuing availability of equipment, facilities and instructors.
- Samples of course documentation
- Attestation record form including responsibility for production, issue and retention.
- Training Organisation training records.
  - At least two sample examination papers for each module.

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*Note: The Training Organisation will not be required to duplicate submission of information relating to the above items if the information is already included in another document submitted, e.g. Training Manual.*

### 2.7.2 Initial Inspection

When the CAA is satisfied that the application and associated documentation complies with the requirements, all aspects of the organisation and all training locations will be inspected to ensure that the requirements are met.

The initial inspection will focus on:

- Staff – adequacy of numbers and qualifications.
- Training equipment.
- Facilities – adequacy for course and number of trainees.
- Documentation – compliance with requirements and amendment status.
- Instruction – conduct and content of course material.
- Quality system.

*Note: In practice, consideration of these items will have taken place before the initial approval inspection.*

It will be necessary to make two approval inspections, the first to ensure compliance of the infrastructure and documentation and the second to observe the training course. If a TO elects to sub-contract any element of the course, the Authority may choose to conduct a further inspection of the sub-contractor.

It will be a condition of the approval that the CAA may re-inspect the TO at any time during the period of approval. Continuation of an approval is not automatic but depends on the outcome of inspections. Reports will be provided to the TO following inspection visits by CAA staff.

### 2.7.3 Approval

Subject to satisfactory inspection, an initial approval for courses to be conducted under the direction of the Head of Training will be issued for two years. An interim inspection will be carried out about six months after initial approval.

An organisation may not commence, conduct or continue training courses requiring approval, unless it has the relevant approval documentation in its possession.

### 2.7.4 Revalidation of Approval

Applications for the revalidation of an existing approval should be submitted to the Chief of Aircraft Operations Section on the relevant application form ALD/OPS/F116.

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An inspection will follow receipt of the application and the prescribed charge and will focus on the organisation's maintenance of the necessary training standards and compliance with the appropriate requirements. As well as the items in the initial inspection, the revalidation inspection will concentrate on the day-to-day conduct of training. Particular attention will be paid to:

- Action taken on any non-compliances raised at the last inspection.
- Operation of the Quality System.
- Current numbers of training staff.
- Training task since last inspection and forecast for next approval period.
- Changes to location of facilities.
- Course structure and training aids.
- Training records – a representative sample will be examined in detail.
- Examination results and analysis.
- Future plans.

Revalidation of the approval will normally be granted for further periods of two years, subject to the CAA being satisfied that requirements are being met.

If an approval has lapsed by more than three months and an organisation wishes to renew the approval, it shall apply as if making an initial application for approval on ALD/OPS/F116.

### 2.7.5 Revocation or Suspension of an Approval

An approval issued by the CAA may be revoked or suspended if the requirements cease to be met in part or in whole or if the standards on which the approval was granted are not maintained. Should there be a failure to meet the requirements or standards, the organisation will be formally notified of the non-compliances and remedial action will be identified and agreed within a specified time scale. Should the organisation fail to meet the standards in the specified time, revocation or suspension of the approval will be considered.

## 3. OPERATIONS MANUAL

### 3.1 General

ANTR–OPS 1 Subpart P requires that the Operations Manual should contain all instructions and necessary information for cabin crew to perform their duties, and therefore, the training programme for cabin crew members should comply with all applicable ANTR–OPS requirements. The Appendix 1 to this CAP provides guidance for operators when compiling Operations Manual material related to cabin crew duties and in establishing cabin crew safety training programmes.

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When operations are conducted utilising aircraft with special facilities or on special categories of flights (e.g. air ambulances or combi-aeroplanes), the appropriate additional procedures and training should be specified in the Operations Manual.

It is important that operators refer to the appropriate Subparts of ANTR–OPS 1, which specify the requirements which have to be complied with to meet the conditions of the Air Operator's Certificate/Authorisation.

### 3.2 Procedures for Disruptive Passengers

It is important that the Operations Manual and training include the legal considerations for dealing with disruptive passengers. This becomes important when the State of next landing is usually the State responsible for any action against the offender. Any action by a Cabin Crew Member to control a disruptive passenger on board an aircraft can, in general, only be exercised under, and in pursuant to, the authority and direction of the Pilot-in-Command. Except as described below, Cabin Crew Members have no direct and independent authority themselves to initiate measures for the restraint and control of passengers. Similarly, Cabin Crew Members cannot, on their own authority, prevent undesirables from boarding the aircraft nor can they refuse carriage or disembark any person. These powers can only be exercised by the Pilot-in-Command directly or *by delegation*.

When immediate actions are necessary to protect the safety of the aircraft or of persons or property on board the aircraft, any crew member and any other person on board an aircraft may (without the authority of the Pilot-in-Command), take such reasonable measures including restraint. As he/she has reasonable grounds to believe, such situations would be deemed to have been so critical, from a safety viewpoint that no time was available to obtain the authority of the Pilot-in-Command, for instance:

- (a) to prevent a person from opening an aircraft door; or
- (b) to prevent bodily harm to any person on board an aircraft.

Should the Pilot-in-Command give a command to physically restraint a passenger, it would be prudent and practical for a non-involved crew member to be present as a witness, request witness statements from passengers and to make a report of the incident. This report should be attached to the Pilot in Command's Voyage Report.

*Note: The powers of all crew members must be in the Operations Manual*

## 4. CABIN CREW TRAINING AND CHECKING

### 4.1 General

A specific syllabus should be included in the Operations Manual (OMD) or a specific Training Manual for each type of training course. The syllabus should include an indication of the duration of each training session and identify between practical and theoretical sessions. Adequate training time should be provided taking into account the number of trainees, the number of instructors, and the training methods and facilities to be utilised. Checking must be performed by personnel acceptable to the Authority. A list of such

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personnel should be readily available to the Authority and be included in the Operations Manual.

### 4.2 Senior cabin crew members

A syllabus for the training of senior cabin crew members, which is additional to all other cabin crew training, must be specified in the Operations Manual. Senior cabin crew training should include the items specified in IEM OPS 1.1000(c) Senior Cabin Crew Training.

### 4.3 Initial training

A syllabus for initial training must be specified in the Operations Manual and be approved by the Authority.

Initial training must include the following as a minimum:

- (a) Fire training and smoke training;
- (b) Water survival training;
- (c) Survival training;
- (d) Medical aspects and first aid;
- (e) Passenger handling;
- (f) Communication;
- (g) Discipline and responsibilities; and
- (h) Crew Resource Management.

### 4.4 Conversion and differences training

The syllabus for conversion and differences training must be specified in the Operations Manual and approved by the Authority. Conversion training includes the following as a minimum:

- (a) Normal procedures;
- (b) Fire training and smoke training;
- (c) Operation of doors and exits;
- (d) Evacuation slide training;
- (e) Evacuation and emergency procedures;
- (f) Crowd control;

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- (g) Pilot incapacitation;
- (h) Safety equipment; and
- (i) Passenger briefing/safety demonstrations.

Differences training must include the above items as appropriate.

### 4.5 Familiarisation

New entrant cabin crew should participate in both an aeroplane visit and familiarisation flights. Cabin crew operating on a subsequent aeroplane type should either participate in a familiarisation flight or participate in an aeroplane visit. The conduct of aeroplane visits and the familiarisation flights must meet the requirements specified in AMC OPS 1.1012.

### 4.6 Recurrent training

Recurrent training be specified in the Operations Manual and be approved by the Authority. The period of validity of recurrent training and the associated checking required is 12 calendar months in addition to the remainder of the month of issue.

Every year the programme of practical training includes the following:

- (a) Emergency procedures including pilot incapacitation;
- (b) Evacuation procedures including crowd control techniques;
- (c) Touch drills for opening normal and emergency exits;
- (d) Location and handling of emergency equipment, including the donning of lifejackets, portable oxygen and PBE;
- (e) First aid and the contents of first aid kits;
- (f) Stowage of articles in the cabin;
- (g) Applicable dangerous goods procedures;
- (h) Security procedures;
- (i) Incident and accident occurrence review; and
- (j) Crew Resource Management.

Every three years recurrent training also includes the following:

- (a) Operation and opening of exits;
- (b) Demonstration of the operation of all other exits;

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- (c) Use of fire extinguishers and Protective Breathing Equipment (PBE);
- (d) Pyrotechnics; and
- (e) Demonstration in the use of life rafts and slide rafts.

### 4.7 Refresher training

The syllabus for refresher training be specified in the Operations Manual. Refresher training should not be substituted for the requirements of ANTR–OPS 1.1015 (Recurrent Training) and is only applicable for a period of six months absence from duty ending with the expiry of the previous check.

Refresher training must include the following as a minimum:

- (a) Emergency procedures including pilot incapacitation;
- (b) Evacuation procedures including crowd control;
- (c) Operation and actual opening of all normal and emergency exits for passenger evacuation in an aeroplane or in a representative training device;
- (d) Demonstration of the operation of all other exits;
- (e) Location and handling of emergency equipment, including oxygen systems, and the donning of lifejackets, portable oxygen and Protective Breathing Equipment (PBE).

### 4.8 Checking

#### 4.8.1 Examiners

The personnel responsible for checking must be identified and accepted by the CAA. All Examiners shall comply with the contents of this instruction for the conduct of tests. A Cabin Crew Examiner may be granted approval to conduct some or all following:

- (a) All company safety and emergency procedures checks.
- (b) Approved type rating training and testing.
- (c) Tests for initial issue of Cabin Crew Attestation of initial safety training.

#### 4.8.2 General Test Procedures

The following procedures are applicable for the conduct of any test, including a retest, but may be modified to suit the Operator, provided those procedures are contained in the appropriate Training Section of the Operation's Manual. It is essential that the Examiner verifies the eligibility of the candidate prior to the commencement of any test for Certificate of Test or rating issue. The following general procedures should apply;

- (a) Applicants can be given an oral or practical test individually or as a group.



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- (b) Practical tests should only be conducted by a suitably rated and approved Examiner.
- (c) Additional non-essential observers, such as management or training crew, may only monitor the tests after acceptance by the Examiner.
- (d) Any oral test or practical test exercise conducted for an uncompleted test, which has previously been satisfactorily accomplished by another Examiner within the previous 30 days, need not be repeated.
- (e) Examiners are required to comply with the Operator's policy and procedures, in the conduct of required practical tests.
- (f) Examiners should conduct the oral and practical test to the level required.
- (g) At the completion of the test, all documentation regarding that test must be forwarded, in a timely manner, to the appropriate section for recording in the candidate's records.
- (h) The aircraft portion of the test must be conducted within 30 days following the training device check.

### 4.8.3 Briefing

It is essential that a pre test briefing is conducted to ensure that all personnel concerned are aware of the purpose and conduct of the test.

- (a) All personnel involved in conducting or observing a test in an aircraft or training device must be briefed on the emergency exits.
- (b) Candidates must be formally debriefed on any deficiencies noted during the test.

### 4.8.4 Oral Test

The oral test is a means of determining the applicant's knowledge of the aircraft systems, emergency and normal equipment and company procedures. It can be substituted by a written test by the Operator.

- (a) Failure of the oral component of a test is an overall fail and the aircraft or practical component should not be conducted unless special circumstances warrant the continuation of the test.
- (b) Examiners should not become involved in instructing the candidate whose answers are less than satisfactory.
- (c) The oral component may be accomplished in a training device or aircraft.

### 4.8.5 Practical Test

The practical test component refers to exercises conducted in an aircraft or training device.

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- (a) Examiners should conduct the test to the level of the qualification required.
- (b) Maximum use of an approved training device is recommended for exercises or equipment use.
- (c) Examiners should observe the candidate's ability to conduct his/her duties with that of the other cabin crew to achieve a satisfactory level of crew coordination.

### 4.8.6 Assessment

It would be impossible to devise a complete and detailed formula by which an Examiner can assess whether a candidate has passed or failed the test. Therefore the experience of the Examiner and his/her individual judgement is essential in making an assessment. However all Examiners must insist upon the proper standards of professionalism and standardisation at all times, and apply them with consistency and without favour.

### 4.8.7 Administrative Action

All company documentation must be completed. The following post test administrative action is required to be taken by Designated Examiners for the certification and aircraft type rating of Cabin Crew. A failure by a candidate in either the written, oral, training device phase of a test for the issuance of a rating must be notified to the candidate and records of all attempts must be retained by the Operator.

The operator Certificate of Test form must be completed and retained in the applicant's training records. The Designated Examiner must complete the appropriate section of the Certificate as part of the test.

### 4.8.8 Examiner Training

The operator must prepare and obtain approval of a written training programme for the training of Designated Examiners. Nominated Examiners should successfully complete a formal Examiners course by an approved organisation and should cover the following;

- (a) Examining duties, functions and responsibilities.
- (b) Bahrain legislation and Operator policy and procedures.
- (c) Methods, procedure and instructional technique.
- (d) Evaluation of Cabin Crew performance.
- (e) Appropriate corrective action.
- (f) Approved methods, procedures and requirements for performing the normal and emergency procedures in the aircraft.
- (g) Company documentation.
- (h) Training device operation (if applicable).

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### 4.8.9 Examiner Qualifications

(a) Initial Qualifications:

- (1) Currency on the aircraft (s) type requested (copy of C of T/SEP certificate)
- (2) Minimum of 3 years operating as cabin crew in which one year as an instructor
- (3) Has successfully completed Instructor Courses from a recognised organisation
- (4) Original certificates of completed instructor courses must be presented if requested

(b) Renewal Qualification:

- (1) Currency on the aircraft (s) type requested (copy of C of T/SEP certificate)

### 4.9 Training records

The operator training record system and record administration procedures should be incorporated into the manual

## 5. OPERATOR USE OF CABIN CREW

### 5.1 General

A Cabin Crew Member is not issued with a licence from the Authority. The operator may use cabin crew on the basis of;

- (a) Medical fitness;
- (b) Completion of Training; and
- (c) Valid Certificate of Test/SEP Certificate.

### 5.2 Medical Requirement

The initial medical examination or assessment and any re-assessment of cabin crew members should be conducted by, or under the supervision of, a medical practitioner acceptable to the Authority.

An operator must maintain a medical record for each cabin crew member.

The following medical requirements are applicable for each cabin crew member:

- (a) Good health;

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- (b) Free from any physical or mental illness which might lead to incapacitation or inability to perform cabin crew duties;
- (c) Normal cardio respiratory function;
- (d) Normal central nervous system;
- (e) Adequate visual acuity 6/9 with or without glasses;
- (f) Adequate hearing; and
- (g) Normal function of ear, nose and throat.

### 5.3 Certificate of Test (SEP Certificate)

A Cabin Crew member is authorised by an operator's Certificate of Test or SEP Certificate, which is issued by the operator once the cabin crew member completes all required training and includes the following information;

- (a) Cabin Crew Member name; and
- (b) Operator staff number; and
- (c) Aircraft type rating; and
- (d) Date of training/check
- (e) Validity Date (or base month)
- (f) Examiner signature

*Note: The entries are made by the Designated Cabin Crew Examiner*

### 5.4 Credential

Cabin crew should be issued with an internationally recognised Cabin Crew Certificate for identification purposes when on duty.



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### **APPENDIX 1**

#### **SPECIMEN CABIN SAFETY PROCEDURES MANUAL**

The following subject areas are only those required by ANTR-OPS 1, Subparts O & P. Further amplification may be found in JAR-OPS TGL N0. 3; 24 and 31 and the operator should amplify the subject areas to reflect company policy.

#### **PART A -CABIN CREW TRAINING AND CHECKING**

##### **1. INTRODUCTION**

There must be a specific syllabus included in the Operations Manual for each type of training course. The syllabus should include an indication of the duration of each training session and identify between practical and theoretical sessions. The Operations Manual should identify the facilities which are to be used for different parts of the training and instructors should be listed together with their areas of expertise if appropriate. When external training facilities and organisations are to be used they should be specified in the Operations Manual.

2. Senior cabin crew members
3. Initial training
4. Conversion and differences training
5. Familiarisation
6. Recurrent training
7. Refresher training
8. Checking
9. Training records

#### **PART B -SPECIMEN CABIN SAFETY PROCEDURES MANUAL**

##### **1. GENERAL**

###### **1.1 Foreword**

This document contains guidance for operators on the cabin crew procedures that need to be addressed in the Cabin Safety element of the Operations Manual.

- 1.2 Operations manuals to be carried
- 1.3 Operations manual amendment and revisions
- 1.4 Role of the Authority
- 1.5 Laws, regulations, procedures and operator's responsibilities
- 1.6 Competence of cabin crew
- 1.7 Cabin crew responsibilities and operating restrictions
- 1.8 Duties and responsibilities of cabin crew
- 1.9 Cabin crew number and composition
- 1.10 Operation on more than one type or variant
- 1.11 Chain of command
- 1.12 Responsibility and authority of the commander
- 1.13 Procedures for the use of vacant crew seats

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- 1.14 Senior cabin crew members
- 1.15 Minimum requirements for cabin crew (age and medical)
- 1.16 Flight and duty time limitations and rest requirements
- 1.17 Occurrence and accident reporting
- 1.18 Crew health precautions
- 1.19 Safety on the ramp
- 1.20 Quality System
- 1.21 Common language
- 1.22 Terminology and definitions
- 1.23 Physiological effects of flying

## 2. STANDARD OPERATING PROCEDURES

### 2.1 Foreword

ANTR–OPS 1.210(a) requires that an operator to establish procedures and instructions for each aeroplane type, containing ground staff and crew members' duties for all types of operation on the ground and in flight.

- 2.2 Communication and co-ordination
- 2.3 Pre-flight safety briefing of cabin crew
- 2.4 Pre-departure safety equipment checks
- 2.5 Passenger embarkation and distribution
- 2.6 Passenger briefing
- 2.7 Assisting means for emergency evacuation (exit arming/disarming)
- 2.8 Cabin lights
- 2.9 Cabin crew at stations
- 2.10 Taxi, take-off, post-take-off, pre-landing, landing, and post-landing
- 2.11 Transit
- 2.12 Flight crew drinks/meals
- 2.13 Admission and supervision of visits to the flight crew
- 2.14 Refuelling with passengers on
- 2.15 Passenger disembarkation
- 2.16 Securing of passenger cabin and galley(s)
- 2.17 Passenger seat allocation
- 2.18 Unauthorised carriage
- 2.19 Inadmissible passengers and refusal of
- 2.20 Influence of alcohol and drugs
- 2.21 Endangering safety
- 2.22 Carriage of special categories of passengers
- 2.23 Hand baggage
- 2.24 Smoking on board
- 2.25 Injury and death on board
- 2.26 Dangerous goods
- 2.27 Live animals in the cabin
- 2.28 Portable electronic devices
- 2.29 Carriage of weapons
- 2.30 General surveillance
- 2.31 Fire prevention

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- 2.32 Passenger and crew restraint
- 2.33 Turbulence

### **3. SAFETY**

- 3.1 Foreword

The Operations Manual should contain full descriptions and details of the location, use and operation of each item of safety equipment carried on board an aeroplane which cabin crew may be required to operate.

### **4. EMERGENCY PROCEDURES**

- 4.1 Foreword

The Operations Manual should contain information on emergency procedures:

- 4.2 Emergency evacuation procedures
- 4.3 Definition of types of emergencies
- 4.4 Crew co-ordination
- 4.5 Notification of emergencies
- 4.6 Initiation of evacuation
- 4.7 Assistance of able-bodied persons (ABPS)
- 4.8 Brace positions
- 4.9 Crowd control
- 4.10 Instructions for evacuation
- 4.11 Disabled passengers
- 4.12 Unusable exits
- 4.13 Public address announcements
- 4.14 Land evacuation and ditching
- 4.15 Rejected take-off
- 4.16 Ground based emergency services
- 4.17 Pilot incapacitation
- 4.18 Decompression
- 4.19 Fire

### **5. AEROPLANE TYPE SPECIFIC – SYSTEMS AND EQUIPMENT**

- 5.1 Foreword

The Operations Manual should contain details of all the following topics for each aeroplane type, and where differences occur, for each aeroplane variant.

- 5.2 Aeroplane description
- 5.3 Cabin configuration
- 5.4 Cabin crew duties specific areas of responsibilities
- 5.5 Location of equipment diagram
- 5.6 Electrical systems



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- 5.7 Oxygen systems
- 5.8 Communication systems
- 5.9 Exits
- 5.10 Emergency situations/procedures

### **6. FIRST AID**

- 6.1 Foreword

The Operations Manual should specify the first aid objectives and contain specific procedures and information

### **7. SURVIVAL, SEARCH AND RESCUE**

- 7.1 Foreword

The Operations Manual should contain information on survival procedures appropriate to the regions of operation.

### **8. DANGEROUS GOODS**

- 8.1 Foreword

The Operations Manual should specify the procedures and requirements, pertinent to cabin crew, as required by ANTR–OPS 1 Subpart R.

### **9. SECURITY INCLUDING HIJACK AND BOMBS**

- 9.1 Foreword

Operators should ensure that the Operations Manual reflects all the security requirements and procedures of the National Civil Aviation Security Programme.

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### APPENDIX 2

#### CREW RESOURCE MANAGEMENT - CABIN CREW

##### 1 Introduction

- 1.1 In order to assist operators, the content of this CAP has been prepared to provide guidance on CRM training programmes for cabin crew. The material expands upon the regulations and accompanying guidance material in ANTR-OPS 1, Subpart O.
- 1.2 Crew Resource Management (CRM) is the effective utilisation of all available resources (e.g. crew members, aeroplane systems, and supporting facilities) to achieve safe and efficient operation.
- 1.3 The objective of CRM is to enhance the communication and management skills of the crew member, as well as the importance of effective co-ordination and two-way communication between all crew members.
- 1.4 CRM training should reflect the culture of the operator, the scale and scope of the operation together with associated operating procedures and areas of operation which produce particular difficulties.

##### 2 General Principles for CRM training for Cabin Crew

- 2.1 Cabin crew CRM training should focus on issues related to cabin crew duties, and therefore, should be different from flight crew CRM training. However, the co-ordination of the tasks and functions of flight crew and cabin crew should be addressed.
- 2.2 Operators should provide combined training for flight crew and cabin crew, including briefing, as appropriate to Table 1, Columns (d), (e) and (f). This is of particular importance for senior cabin crew members.
- 2.3 Where appropriate, CRM principles should be integrated into relevant parts of cabin crew training.
- 2.4 CRM training should include group discussions and the review of accidents and incidents (case based studies).
- 2.5 Whenever it is practicable to do so, relevant parts of CRM training should form part of the training conducted in cabin mock-ups or aircraft.
- 2.6 The CRM training syllabi, together with CRM methodology and terminology, should be included in the Operations Manual.
- 2.7 CRM training should take into account the items listed in Table 1 and CRM training courses should be conducted in a structured and realistic manner.

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- 2.8 The content of CRM for cabin crew should ensure that each training element in Table 1, Column (a) is covered in the context of cabin crew duties as specified in the Operations Manual
- 2.9 There should be no assessment of CRM skills. Feedback from instructors or members of the group on individual performance should be given during training to the individuals concerned.
- 2.10 The operator is responsible for the quality of all CRM training, including any training provided by sub-contractors/third parties (in accordance with ANTR–OPS 1.035 and AMC-OPS 1.035, paragraph 5.1).

### 3 Introduction to CRM - (Introductory Course)

- 3.1 An operator should ensure that a cabin crew member has completed an Introductory course before being first assigned to operate as a cabin crew member. Cabin crew who are already operating as cabin crew members in commercial air transportation and who have not previously completed an Introductory course, should complete an Introductory course by the time of the next required recurrent training and/or checking.
- 3.2 The training elements in Table 1, Column (a) should be covered to the level required in column (b), Introductory course.
- 3.3 The objective of the Introductory course is to provide cabin crew members with a basic knowledge of Human Factors relevant to the understanding of CRM.
- 3.4 The Introductory course should be conducted by at least one cabin crew CRM instructor.

### 4 CRM when joining an operator

- 4.1 When a cabin crew member joins an operator, then the operator should ensure that the cabin crew member has already completed an Introductory course and also completes the operator's CRM training before the end of the validity period of the first check required by ANTR–OPS 1.1015(c). Cabin crew who are already operating as cabin crew members with the operator, and who have not completed the operator's CRM training before, should complete the operator's CRM training by the time of the next required recurrent training and/or checking.
- 4.2 The training elements in Table 1, Column (a) should be covered to the level required in column (c) "CRM when joining an operator".
- 4.3 The operator's CRM training should be conducted by at least one cabin crew CRM instructor.
- 4.4 Cabin crew members from different operators may attend the same training provided that operations are similar, (see paragraph 1.4).
- 4.5 CRM when joining an operator may be combined with an Introductory course and/or Aeroplane Type Specific CRM.

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### **5 Aeroplane Type Specific CRM -(Conversion Training)**

- 5.1 CRM should be integrated into all appropriate phases of the operator's conversion training on the specific aeroplane type.
- 5.2 The training elements in Table 1, column (a) should be covered to the level required by column (d), (Aeroplane Type Specific CRM).
- 5.3 The objective of Aeroplane Type Specific CRM is the application of the knowledge gained in previous CRM training on the specifics related to aircraft type, for example, narrow/wide bodied aeroplanes, single/multi deck aeroplanes, and flight crew and cabin crew composition.
- 5.4 Aeroplane Type Specific CRM may be combined with the Introductory course and/or CRM when joining an operator.

### **6 Recurrent Training (Annual)**

- 6.1 When a cabin crew member undergoes annual recurrent training, CRM training should be integrated into all appropriate phases of the recurrent training and may include stand-alone modules.
- 6.2 The training elements in Table 1, column (a) should be covered within a three year cycle to the level required by column (e) (recurrent annual training).
- 6.3 When CRM elements are integrated into all appropriate phases of the recurrent training, the CRM elements should be clearly identified in the training syllabus. The definition and implementation of this syllabus should be managed by a cabin crew CRM instructor.
- 6.4 When CRM training is provided by stand-alone modules, it should be conducted by at least one cabin crew CRM instructor.
- 6.5 The objective of recurrent CRM training is the application of the knowledge gained in previous CRM training to include realistic operational situations.
- 6.6 Recurrent CRM training should include areas as identified by the operator's accident prevention and flight safety programme (see ANTR-OPS 1.037).

### **7 CRM Training for Senior Cabin Crew**

- 7.1 An operator should ensure that all elements in Table 1, column (a) are integrated into the training and covered to the level required by column (f) (senior cabin crew course). The senior cabin crew member should show ability to manage the operation and take appropriate leadership/management decisions.

### **8 Instructor Qualifications**

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- 8.1 The operator should ensure that all personnel conducting relevant training are suitably qualified to integrate elements of CRM into all appropriate training programmes.
- 8.2 A training and standardisation programme for CRM instructors should be established.
- 8.3 Cabin crew CRM instructors should:
- (a) Have suitable experience of commercial air transport as a cabin crew member; and
  - (b) Have received instruction on Human Factors Performance Limitations (HPL), and
  - (c) Have completed an introductory course on Human Factors and CRM training when joining the
  - (d) operator; and
  - (e) Have received instruction in training skills in order to conduct CRM courses, and
  - (f) Be supervised by suitably qualified CRM instructors when conducting their first CRM training course.
- 8.4 An experienced non-cabin crew CRM instructor may continue to be a cabin crew CRM instructor, provided that the provisions of paragraph 8.3 (b) to (e) are satisfied and that a satisfactory knowledge has been demonstrated of the nature of the operation and the relevant specific aeroplane types. In such circumstances, the operator should be satisfied that the instructor has a suitable knowledge of cabin crew working environment.
- 8.5 Instructors integrating elements of CRM into conversion, recurrent training, or senior cabin crew training, should have acquired relevant knowledge of human factors and have completed appropriate CRM training.

### **9 Co-ordination between flight crew and cabin crew training departments**

- 9.1 There should be an effective liaison between flight crew and cabin crew training departments. Provision should be made for flight and cabin crew instructors to observe and comment on each other's training. Consideration should be given to creating flight deck scenarios on video for playback to all cabin crew during recurrent training, and to providing the opportunity for cabin crew, particularly senior cabin crew, to participate in Flight Crew LOFT.

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### 10 Implementation of CRM: Table 1

10.1 The following table indicates which elements of CRM should be included in each type of training:

Training Elements (a)	Introductory Course (Paragraph 3) (b)	CRM When Joining an Operator (Paragraph 4) (c)	Aeroplane Type Specific CRM (Paragraph 5) (d)	Recurrent Training (Annual) (Paragraph 6) (e)	Senior Cabin Crew Course (Paragraph 7) (f)
<b>General</b>					
Human factors in aviation General instructions on CRM principles and objectives	in depth	N/R	N/R	N/R	overview
Human performance and limitations					
<b>From the perspective of the individual cabin crew member</b>					
Personality awareness, human error and reliability, attitudes and behaviours, self-assessment	in depth	N/R	N/R	overview (3 year cycle)	N/R
Stress and stress management					
Fatigue and vigilance					
Assertiveness					
Situation awareness, Information acquisition and processing					
<b>From the perspective of the cabin crew team</b>					
Error prevention and detection	N/R	in depth for new cabin crew members overview for experienced cabin crew members	relevant to the type(s)	overview (3 year cycle)	reinforcement (relevant to the Senior cabin crew duties)
Shared situation awareness, Information acquisition & processing					
Workload management					
Effective communication and co- ordination within the cabin, including inexperienced cabin crew members, Cultural differences					
Leadership, co-operation, synergy					
Individual and team responsibilities, decision making, and actions					
Identification and management of the passenger human factors : crowd control, passenger stress, conflict management, medical factors					
<b>From the perspective of the whole aeroplane crew</b>					
Effective communication and co- ordination between all crew members including the flight crew	N/R	in depth	relevant to the type(s)	overview (3 year cycle)	reinforcement (relevant to the Senior cabin crew duties)
Decision making, leadership, delegation					
Specifics related to aeroplane types (narrow / wide bodies, single / multi deck), flight crew and cabin crew composition and number of passengers			in depth		
<b>From the perspective of the operator and the organisation</b>					
Company safety culture, SOPs, organisational factors, factors linked to the type of operations	N/R	in depth	relevant to the type(s)	overview (3 year cycle)	reinforcement (relevant to the Senior cabin crew duties)
Effective communication and co- ordination with other operational personnel and ground services					
Participation in cabin safety incident and accident reporting					
Case based studies (see note)			required		required

**Note:** In Column (d), if relevant aeroplane type specific case base studies are not available, then case base studies relevant to the scale and scope of the operation should be considered



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### APPENDIX 3

#### CREW TRAINING FOR EXIT OPERATION

##### 1. General

A recently published accident report has identified differences between actual aeroplane door operation in the emergency mode with an active ‘power assist’ facility and the operation of the same type of door installed in a cabin simulator. It has been recommended that cabin door simulators accurately simulate all characteristics of the associated doors and that full instructions on the specific aeroplane door operating characteristics should be provided to flight and cabin crew during training and be repeated in the Operations Manual.

Differences in door operating characteristics between actual aeroplane doors and the doors installed in cabin simulators can be of critical importance during an emergency evacuation, especially if an incorrect door operation procedure is used. In the worst case scenario, the crew member may not be able to effectively open a fully functional door or exit if incorrect or inadequate procedures have been specified in the Operations Manual and are repeated during training.

Consideration should be given to:

- (a) Retrospective modification to existing cabin simulators to address these potential problems, or
- (b) Acquisition of a cabin simulator that simulates accurately all characteristics of aeroplane door operation, and in the meantime,
- (c) Emphasising differences between the operating characteristics of actual aeroplane doors and cabin simulator doors during training (e.g. by use of video) and in the Operations Manual. This is especially important where it is recognised that a cabin door simulator cannot, or does not, exactly replicate the actual aeroplane door operating characteristics. Operations Manuals should be reviewed to ensure that information on aeroplane door operation is fully compliant with the procedures recommended by the relevant aeroplane manufacturer. In addition, Operators should provide full instructions to their flight and cabin crew, based on information provided by the aeroplane manufacturer, regarding door operating characteristics that might be expected when operating an aeroplane door in an emergency.
- (d) When determining whether an exit can be considered to be a variant of another type, the following factors should be assessed:
  - (1) Exit arming/disarming;
  - (2) Direction of movement of the operating handle;
  - (3) Direction of exit opening;
  - (4) Power assist mechanisms;



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(5) Assist means, e.g. evacuation slides

### 2. Reference documents:

Appendix 1 to ANTR–OPS 1.945(a), 1.965(a)(3)(iii)(A), 1.1010(c), 1.1015(c) and 1.1020(a)

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### APPENDIX 4

#### ATTESTATION OF INITIAL SAFETY TRAINING OF CABIN CREW

1. <i>Reference number: BAHRAIN - 12345</i>	2. <i>ATTESTATION OF CABIN CREW INITIAL SAFETY TRAINING</i>
3. <i>Issuing body:</i>	
4. <i>Pursuant to ANTR OPS for the time being in force, attests that:</i>	
5. <i>Full name:</i>	
6. <i>Nationality:</i>	
7. <i>Date and place of birth:</i>	
8. <i>has completed an initial safety training course in accordance with ANTR OPS 1.1005, and has successfully passed the associated check in accordance with ANTR OPS 1.1025.</i>	
9. <i>Dates of start and end of the course:</i>	
10. <i>Number of hours of training:</i>	
11. <i>Competent Authority:</i>	<i>Civil Aviation Affairs of the Kingdom of Bahrain</i>
12. <i>Signature and title of issuing officer:</i>	
13. <i>Date of issue:</i>	
14. <i>This attestation shall not be considered as showing compliance with the other cabin crew training requirements.</i>	

#### Instructions:

- (a) Size shall be not less than one eighth A4.
- (b) The document must be issued by the operator or a training organisation holding the relevant approval. In all cases reference of the competent Authority shall be stated.
- (c) The original of the attestation should be retained by the holder.

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- Block 1: The attestation reference number shall commence with Bahrain followed by the AOC number (or for training organisations the number of their CAA approval) and a sequential, individual issue number assigned by the operator's/training organisation's issuing body.
- Block 2: The sentence as shown.
- Block 3: Identification details of the issuing body as relevant shall be entered and shall at least provide the full name of the organisation, mail address, official seal, stamp or logo, as applicable, and
- in the case of an operator, the AOC number and reference to the approval by the CAA to provide cabin crew training; and
  - in the case of an approved training organisation, the reference number of the approval by the CAA.
- Block 4: The sentence as shown.
- Block 5: The full name (surname and first name) stated in the official identity document of the attestation holder shall be entered.
- Block 6 and 7: Nationality and date and place of birth stated in the official identity document of the attestation holder shall be entered.
- Block 7: Standard date format shall be used: i.e. day/month/year in full (e.g. 18/12/2010).
- Block 8: The sentence as shown.
- Block 9: Standard date format shall be used: i.e. day/month/year in full (e.g. 18/12/2010).
- Block 10: The total number of hours of training undergone by the attestation holder shall be entered.
- Block 11: The sentence as shown.
- Block 12: This block shall show the signature and job title of the officer acting on behalf of the issuing body.
- Block 13: Standard date format shall be used: i.e. day/month/year in full (e.g. 18/12/2010).
- Block 14: The sentence as shown.