



TRAINING MANUAL

CAAT-HRD-TNM

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Director General of The Civil Aviation Authority of Thailand

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PART 0: ADMINISTRATION

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2. LIST OF EFFECTIVE PAGES

The effective pages of this manual are listed in the table below.

Each time a manual is revised; the List of Effective Pages is revised and sent with the new revision.

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3. RECORD OF REVISION

The valid pages of this Manual are listed in the List of Effective Pages distributed with every revision.

The table below describes the dates and reason for the different revisions of the current issue of this manual.

Rev	Date	Rev by	Reason
00	15 Apr 2020	Supavanee T.	Third Amendment of Training Manual

4. AMENDMENT TRANSMITTAL PAGE

To: All holders of Training Manual
 Subject: Training Manual

The table below lists pages to insert and remove from the previous version of the manual. When doing so, users should ensure not to throw away pages that have not been replaced. Using the List of Effective Pages can help determine the correct content of the manual.

Pages to be inserted	Pages to be removed

Pages to be inserted	Pages to be removed

I attest that the Hard copy in my possession has been updated according to the instructions above

Name:	Hard Copy N°:	Signature:

This page shall be returned signed to Human Resource Management Department.

 Director General of The Civil Aviation Authority of Thailand

5. DISTRIBUTION LIST

N°	Holder	Type
Original	Training Division	Original Hard Copy
01	DGCA	Hard Copy
02	Manager of HRD	Hard Copy
N/A	CAAT Employees	Electronic copy at E-document System / Intranet

Table 1 Distribution List

6. ADMINISTRATION AND CONTROL

This section outlines the general information about administration of this manual as well as the document control system.

6.1. Management and Control of Manual

The original hard-copy of this manual will be kept at CAAT's Training Division under supervision of HRD manager. All employees of CAAT may have an access to read this manual via E-document system and intranet.

6.2. Manual Purpose and Objective

The purpose of this manual is to provide direction of CAAT's training policy as well as useful information in the introduction of specific training requirements and qualification for particular job function, and other subjects related to training administration.

6.3. Review, Revision and Approval Process

This manual is intended to be kept up to date. It should be amended periodically as required.

6.4. Dissemination and Transmission

Training Division will be responsible for dissemination and transmission of this manual. All employees of CAAT may have an access to read this manual through E-document system and intranet, but are not permitted for any editing.

6.5. Change Request

Training Division will be responsible for updating and editing this manual based on an agreement with QAD. Change request will be made through the use of internal memorandum to Training Division who will thereby consider the request and propose for the approval of DGCA or QAD Manager, as the case may be.

7. DEFINITIONS & ACRONYMS

7.1. Definitions

Term	Definition
Training Manual	refers to the document that contains the information about CAAT's training policy, training-related responsibilities of stakeholders, training requirements and qualifications, training administration and processes.
Training Catalogue	refers to the document that contains information about training programme and course syllabus (this document is developed in separation with Training Manual).
Training Programme	refers to the document that contains information about set of required training courses for particular job function (this document is developed in separation with Training Manual).
Training Plan	refers to the document that contains information about planning period for undergoing particular training course (this document is developed in separation with Training Manual)
Course Syllabus	refers to the document that contains information about course's detail and descriptions (this document is developed in separation with Training Manual)

7.2. Abbreviations and Acronyms

Abbreviation or Acronym	Meaning
CAAT	The Civil Aviation Authority of Thailand
DG	Director General
DGCA	Director General of Civil Aviation Authority
FAB	Financial Accounting and Budgeting Department
HRD	Human Resource Management Department
HRIS	Human Resource Information System
IDP	Individual Development Plan
Mgr.	Manager
QAD	Quality Assurance Department
TN	Training Division
TNA	Training Needs Analysis

PART 1: TRAINING ACCOUNTABILITIES

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1. ROLES & RESPONSIBILITIES

1.1. DGCA

With respect to qualification of technical personnel, the DGCA has the overall responsibility for the provision of qualified technical personnel to implement the CAA aviation oversight programme. His responsibilities include:

- 1) Provision of adequate qualified staff to ensure the fulfilment of CAAT requirements and international obligations.
- 2) Ensure that the budget submitted by HRD Department will fully support the requirements for the qualification of the technical personnel.
- 3) Ensure that adequate resources are provided to all departments to fully implement the qualification programme for all personnel.
- 4) Approve and fund training activities necessary to this qualification programme.
- 5) Negotiate and oversee national agreements and contracts with government and commercial training vendors.

1.2. Manager and Head of Division

Managers and Heads of the Divisions of CAAT have key roles to play in employee training and development:

- 1) Responsible for demonstrating a commitment to train and develop employees in relation to the organization's objectives.
- 2) Formulating individual training plans in liaison with Training Division.
- 3) Notifying Training Division regarding changes in training requirements, specify new training needs not previously identified, and dismiss training resources that no longer apply.

- 4) Ensuring that employee work assignments and schedules allow sufficient time for employees to fully participate in and complete training requirements
- 5) Prioritizing training needs by ensuring that employee should complete the compulsory training programme before attending additional training programme
- 6) Determining On-the-Job-training (OJT) plan for team members.
- 7) Scheduling OJT events
- 8) Implementing the provisions of the OJT program to all members for whom direct supervisory oversight is provided.
- 9) Assigning appropriate person to conduct OJT and coaching.
- 10) Recommending to Training Division those experienced employees who may be qualified to serve as OJT trainers and providing feedback on OJT trainer performance evaluations, including recommending removal of authorization as an OJT trainer.
- 11) Ensuring that all employees aware of training and development opportunities open to them, identify and select appropriate team members to participate in particular training course.
- 12) Ensuring that those who are trained share their knowledge and learning with others wherever possible and appropriate.
- 13) Strictly monitoring the recurrent training of team member, if the recurrent training period is overdue, department managers must not allow their team member to perform any duties related to the use of specific recurrent training course.

When applicable, selecting appropriate and qualified team member to become ‘Internal Instructor’ for teaching particular subject.

1.3. Individual Employee

All member of CAAT's employees are required to;

- 1) Meeting their obligations under this manual
- 2) Participating with the department manager to identify developmental needs and to plan training activities
- 3) Making all reasonable efforts to attend training and staff development as may be identified and agreed from time to time
- 4) Fulfilling the OJT requirements as established within the office
- 5) Attend the recurrent training courses as scheduled to keep current for their own task
- 6) Holding the responsibility for sharing knowledge gained through training with colleagues wherever possible and appropriate.
- 7) Participating in the feedback process to help ensure continual improvement including feedback on the performance of the trainer
- 8) Holding responsibility to summarize training report after the completion of off-house training, and submit report as well as a copy of certificate to Training Division for further recordkeeping

1.4. Training Division (TN) Officers

It is the responsibility of the TN officers to oversee implementation of the CAAT's training and development policy. The TN officers will be responsible for the budget control for required training to be undertaken. The TN officers will work with the Heads of TN, under supervision of HRD manager. Key responsibilities of TN officers shall include:

- 1) Assisting department managers to identify and quantify training needs and conducting ‘Training Needs Analysis’
- 2) Developing training programmes for all functions
- 3) Developing ‘Individual Development Plan’ (IDP) for all employees
- 4) Developing a corporate annual training plan & budget which supports CAAT’s operations and departmental objectives, and regularly reviewing this plan to ensure that planned training is being delivered on time and that it meets the objectives
- 5) Proceeding with training course approval and internal instructor approval
- 6) Proceeding with course equivalent approval
- 7) Facilitating with off-house and in-house training request
- 8) Arranging in-house training course and providing facilitation throughout the course
- 9) Managing training database in HRIS portal
- 10) Sourcing information to develop list of prospect training providers where they can provide courses according to CAAT training programmes
- 11) Seeking for collaboration with external training providers
- 12) Providing guidance on training policy, processes and procedures
- 13) Establishing and implementing knowledge sharing as part of CAAT’s KM
- 14) Establishing and implementing e-Learning
- 15) Managing individual training contract if applicable

- 16) Ensuring that staff who are undertaking professional qualifications are given the appropriate support
- 17) Facilitating the effective evaluation of post training activities in liaison with appropriate managers
- 18) Monitoring and controlling training budget
- 19) Updating employee's training record
- 20) Performing other tasks as assigned

Central to the implementation of the policy is CAAT's annual training plan, which identifies general training needs across all operations, departmental-wide training needs, and specify how and when these are to be met. A range of development methods will be used to meet these needs: this may include (but is not limited to) formal classroom training courses, seminars, e-learning presentations, conferences, workshop, on-the-job training, and so forth.

2. IDENTIFICATION OF EMPLOYEE'S TRAINING AND DEVELOPMENT NEEDS

Training Needs Analysis (TNA) is a tool to help identify employee's training and development needs in CAAT. TNA is the first stage in the training process and involves a procedure to determine whether training will indeed fix the competency gap which has been identified.

Three levels of analysis may include:

- 1) Organizational analysis: this level of analysis involves an analysis of the organization's strategies, goals, and objectives. Organizational assessments determine where training is needed, how it will be conducted and when. KPIs is one of the key information that help identifying if training is necessary in order to

accomplish CAAT's strategies, goals and objectives. The key result from this level of analysis will be used to guide which area of training is required, determine the target participant as well as when the training should be conducted.

- 2) Task analysis: this level of analysis is important to identify trainable competency which may derived from various input information such as job description, job specification, related ICAO Annex and ICAO Doc. as well as CAAT's basic training requirement. The key result of this analysis will be used to guide the development of training programme for each job functions.
- 3) Individual analysis: the key input for this level of analysis is the competency gap of individual employee which derived from performance appraisal. Performance appraisal provide analysis of employee performance and compares it with defined standards. The performance gap or competency gap shall be further analysed to find out which training or which non-training solution is best to close that particular gap. The key result of this analysis in conjunction with identified training from (1) and (2) will be used to guide the development of IDP.

All three levels in a Training Needs Analysis are inter-related and serve in achieving an organization's objectives. Organizational, Task, and Individual analyses are conducted using various data collection techniques. These three levels of analysis help measure the overall needs of training, competencies required to perform jobs/tasks, and the cognitive abilities required at a personal level. In a way, these three levels help focusing on individual training needs without overlooking the organizational training big picture.

3. TRAINING BUDGETS

CAAT aims to allocate the appropriate resources to support training and development activities identified in annual training plans. All training and development expenditure should be agreed with the respective departments at budget review meetings, for approval by the Board of Commissioners. The TN Officers will be responsible for identifying any potential sources of funding for training as well as an investigating and applying for grants as appropriate.

4. TRAINING COSTS AGREEMENTS

Training an employee can entail a significant investment on the part of CAAT. Often there are regulatory or even professional requirements to be met before an employee can work in a position and often, the employer will pay for the training needed to meet those requirements. If an employee quits shortly thereafter, the investment can be lost as well as the qualified employee.

Therefore, CAAT has implemented ‘Training Costs Agreements’ containing ‘Reimbursement Clauses’ for high investment training. Such clauses typically state that the employee will repay all or a portion of the training expenses if he or she leaves CAAT before a certain period of time. These clauses allow for a calculation of repayment on a declining basis (i.e. the longer an employee works within the time period for repayment, the less he or she will have to repay). When an employee remains working in an organization long enough (i.e. longer than the period written in the agreement), he or she does not have to repay such training costs.

5. INDIVIDUAL TRAINING EXPENSES AND REPORTING

CAAT is fully committed to the career development of all employees and are therefore willing to meet the costs associated with necessary and identified personal study and training focused

on CAAT's requirements. Expenses incurred attending short term training courses, seminars, scholarship and so forth during normal working hours, will be dealt with under CAAT normal expense procedures.

Individual responsibilities before attending training programme may include:

- 1) Initiate training request, this will be done based on what has been identified in training programme and/or annual training plan
- 2) Submit training request to HRD/TN for further approval process, the request should be submitted to HRD/TN at least 10 working days prior the registration deadline of that course
- 3) If the course is subjected to be charged by training provider, employee needs to ensure that payment is successfully processed prior the class commencement
- 4) Employee has the right to ask for the allowance in accordance with the Civil Aviation Board of Commissions Regulation on Official Travel Expenses B.E. 2560 when assigned to attend training outside Bangkok Metropolitan Region and oversea.

Individual responsibilities after attending training course may include:

- 1) Employee is required to submit training report and a copy of certificate to TN division within 15 days after returning from off-house training for record-keeping purpose.
- 2) Employee is required to summarize knowledge gained during the course and share with others to promote KM (Knowledge Management) in organization. This training report should be completed and submit to HRD/TN within 15 days after returning from off-house training.

- 3) Employee is required to settle all training-related expenses with FAB within 15 days after returning from training.

6. IMPLEMENTATION, MONITORING AND REVIEW OF THIS POLICY

TN Division has overall responsibility for implementing and monitoring this policy, which will be reviewed periodically as required.

Failure to comply with the responsibilities in accordance with 1.2 and 1.3 may result in the unsatisfactory of individual performance to be periodically evaluated for pay rise, or the continuity as CAAT's employee.

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PART 2: TRAINING RATIONALE

1. ORGANIZATION OVERVIEW

CAAT has been reorganized from the previous Department of Civil Aviation (DCA) in October, 2015. The roles of establishing policy, regulator, operator, investigator, and search and rescue function were separated to comply with ICAO's standard. CAAT has become the government entity that does not operate as a government agency or state enterprise abided by the law of fiscal budget or other laws. It is a juristic entity with the following objectives:

- 1) Regulates, monitors, controls, promotes, and develops civil aviation activities in the aspects of safety, environmental protection, air transport facilitation, air transport economy, and other activities related to aviation to comply with the laws and international standards.
- 2) Takes action according to the law governed in case of violation.
- 3) Promotes and develops aviation transportation network system, aviation industry, and civil aviation activities to operate efficiently and meet international standards.
- 4) Be the center of services, distributes information, and promotes the aviation activities to be able to operate and compete internationally.

Key responsibilities of CAAT are to regulate all of civil aviation activities: aircraft, aviation staff, registration, licensing and certification. This shall include, for example, all types of registered aircraft have to get certified by CAAT, as well as people who want to operate a business involving aircraft have to be licensed from CAAT. After entering into aviation industry, CAAT still have to monitor them to comply with standards from that point on. Therefore, entering the aviation industry without meetings standards required by CAAT is not permitted.

For the vision and management policy, a goal has been set to raise Thailand's civil aviation up to the international standards by building a regulating system for safety, security, and economy; and to develop Thai aviation industry to be able to compete effectively by the 2020.

2. TRAINING POLICY

In order to achieve CAAT's goal and objectives, it is essential for CAAT to develop its employees to strictly comply with required international standards. Training and development are way of improving effectiveness of the organization. Employee training not only provides benefits to individual, but also helping CAAT to continue running effectively.

CAAT is committed to the support of training and development for all staff. The key purpose of training is to facilitate personal and professional development enabling individuals and groups to achieve their full potential at work. CAAT's training and development programmes are designed to equip the staff with the necessary knowledge, skills and attitudes to meet the organization's needs in relation to its objectives.

CAAT recognize that such development is a continuing process for every employee at every level of the organization. CAAT's operational success is based largely on the contribution, commitment, and achievement of individual member of its staff. Therefore, CAAT wants to support staff in the performance of their designated roles and to help them to fulfil their potential during the course of their employment.

2.1. Recruitment, Training and Qualification as a System

CAAT see the clear need for the Recruitment, Training and Qualification processes to work together as one system, and to support CAAT staffs through their career.

There is a distinction between each of the functions as shown below, as each part of the process is owned by a different department, and underpinning the whole process, is the involvement of the technical expertise to support.

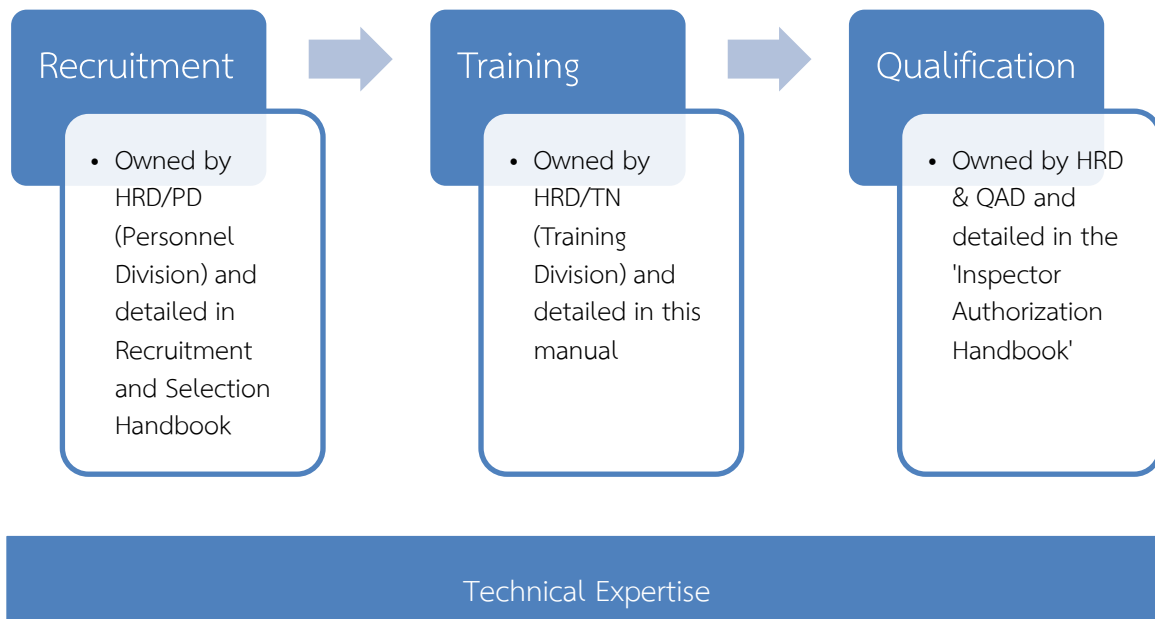


Figure 2.1: Recruitment, Training & Qualification as a System

Inspector's Growth

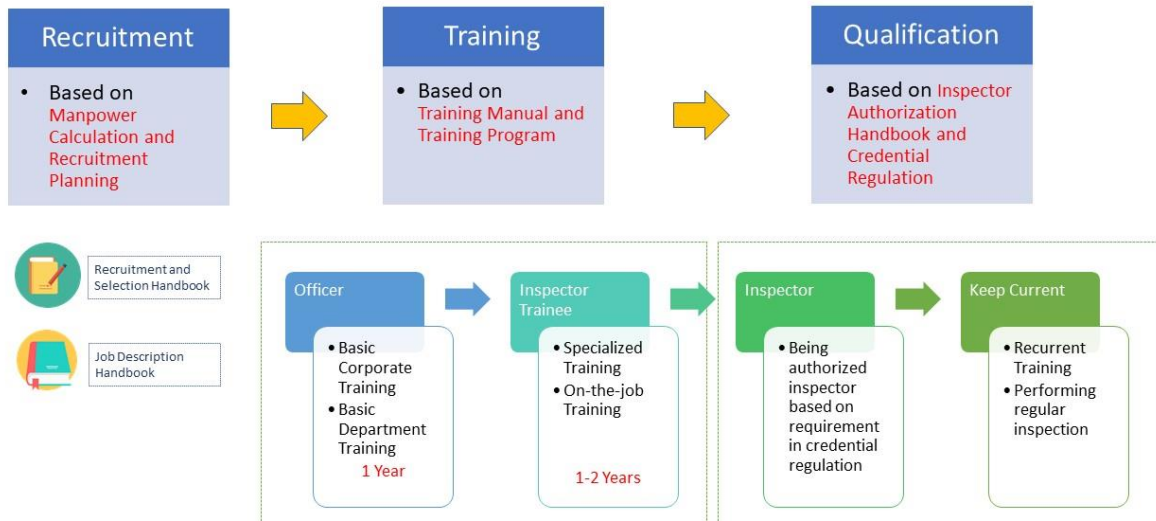


Figure 2.2: Example of Inspector's Growth

In order for the system to function, there must be clear and regular communication between the departments, ensuring that the steps of the process are consistent with each other, and will put the development of staff at the heart of all they do, to ensure that they are suitably qualified to conduct robust oversight of the Thai aviation industry.

2.2. CAAT Training Programme

When CAAT recruit new officers, they must undertake a journey to become fully competent and/or qualified personnel in order to perform specific function especially safety and security inspection. This journey will introduce them not only to CAAT, but to the wider international aviation environment, and will help them develop the knowledge, skills and attitude to enable them to confidently fulfil their roles. A programme of training has been developed, using TNA result especially in task analysis level in which the outline of training programme is solidly constructed from various source of information such as job description, job specification, ICAO

best practice as specified in various ICAO Docs: including ICAO Doc 8335, ICAO Doc 9760, ICAO Doc 10070 and ICAO Doc 9734, as a baseline.

3. TYPE OF TRAINING PROGRAMME

CAAT training programme is structured into two key areas which are ‘Mandatory Training Programme’ and ‘Additional Training Programme’

3.1. Mandatory Training Programme

Mandatory training programme consists of several groups of mandatory training course. The training programme may vary based on individual department as well as type of position.

- Introductory Training
- Basic Corporate Training
- Basic Department Training
- Specialized Training by Function/Inspectorate Area
- On-the-job Training (OJT)
- Recurrent Training

Mandatory Training Programme Description

- 1) *Introductory Training* provides introductory knowledge for all new staff which should be completed within 1 month after joining CAAT. This programme shall include the following:

- CAAT Introduction conducted by HRD
- Department Introduction conducted by Department Manager

- 2) *Basic Corporate Training* is a basic set of training courses that all CAAT employees must attend which should be completed within 6 months after joining CAAT. This programme consists of the following subjects;
- Employee Ethics
 - Thai Aviation Laws
 - General SMS & Thai SSP
 - General Human Factors in Aviation
 - Quality Management System
 - Official Correspondence
- 3) *Basic Department Training* is a set of training courses that require all department's members to attend which should be completed within 1 year after joining CAAT. Details of training subject are varied by each department's characteristic. Example of subjects may include 'Department Concerned Regulations', 'Concerned ICAO Annex'.
- 4) *Specialized Training* can be classified into 2 main groups as follow;
- *Specialized Training by Function* is a set of training course that focuses to develop employee to be able to perform a certain function effectively. In almost department, each division is responsible for a particular key function. For example, TN division is responsible for managing overall training for all CAAT's officers, while PD division is responsible for human resource management. Therefore, details of training subjects are varied by divisions' characteristic.
 - *Specialized Training by Inspectorate Area* is a set of training course that focuses to develop inspectorate officer to be able to perform a certain

area of inspection. Details of training subjects are varied by type of inspector that he/she is assigned to perform.

- 5) *On-the-job Training (OJT)* is a set of key tasks that aim to develop inspection skills for inspectorate officer. After completion of all basic and specialized training programmes, the inspectorate officers will be provided on-the-job training (OJT) to enable them to handle their responsibilities independently. The OJT is planned training conducted at a work site and evaluated by a qualified OJT trainer/assessor. It is essential that all employees who are assigned to perform inspecting function should undergo OJT programme as way to develop their technical knowledge and skills necessary for them to become productive and effective inspectors. Details of OJTs are varied by type of inspector that he/she is assigned to perform.
- 6) *Recurrent Training* is a periodic training for existing officers. The purpose of this training is to refresh their knowledge of required safety procedures that might have gotten rusty and to stay up to date on possible changes to required procedures. In CAAT, some of an inspector job functions and job tasks require that the inspector be current in that function or task. Such currency is obtained through recurrent training. According to ICAO Inspector Competency Building Framework, the recurrent training also serves to refresh the inspector on previous formal training, and to account for industry and regulatory changes. Recurrent training frequency should be provided for each inspector every 36 months or more often if required to maintain proficiency in all assigned inspector job tasks. The length of recurrent classroom training courses should typically be 30% - 50% of the length for the initial course. However, inspector

may decide to attend full-course again if there is no short-length for recurrent course available during that period. Recurrent training on updates and changes in the aviation industry can be achieved through participation in industry conventions and symposiums, presentations, inspector meetings or conducting in-house training by approved internal/external instructor as appropriate.

On top of mandatory training programme, employee who holds specific position is required to complete specific programme that align with his/her current position. The programme can be classified into four different level as in table 2.1.

Specific Training by Position	Remark
- Executive Programme	For DG and DDG
- Manager Programme	For department manager and acting
- Head of Division Programme	For head of division and acting
- Senior Officer Programme	For senior officer

Table 2.1: Specific Training Programme by Position

3.2. Additional Training Programme

Training is a career-long process to ensure maximum employee development in the dynamic industry of aviation. Training is never truly completed, but it is a journey toward the mastery of knowledge and skill. CAAT officers represent the authority and, as such, require the continuous development of their competencies related to their respective responsibilities.

Additional training programme is essentially required to enhance employee's professionalism in the area of their function. This may include soft-skill training, advanced-technical training and so forth. However, CAAT encourages employees to complete all of the courses in mandatory training programme prior to attend additional training programme. Details of training subject for additional training programme may vary based on type of function as well as type of position.

Detail of training subjects for each department and the key functions have been developed separately from this manual. Please refer to Training Programme for more information.

4. CAAT OJT POLICY

- 1) All inspectorate officers of CAAT must complete OJT in the specific job functions and tasks for which they are responsible.
- 2) The OJT trainer should have advanced knowledge, skill, and experience. The OJT assessor will be appointed by DG as well as has been approved to conduct OJT assessment to trainees on specific tasks.
- 3) Each department should hold responsibility to manage OJT process, the procedure may include:
 - The managers and heads of divisions are responsible to establish OJT plan and select appropriate person to become OJT trainer.
 - OJT trainee is responsible to follow OJT plan and ensure that the tasks he/she has performed during the OJT are recorded.
 - After completion of each OJT, OJT Assessor should evaluate the performance of trainee and sign-off the OJT Assessment form.

- Once the trainee has completed required number of OJTs, the OJT assessor will conduct the OJT assessment using OJT Assessment Form and submit for the inspectorate appointment.

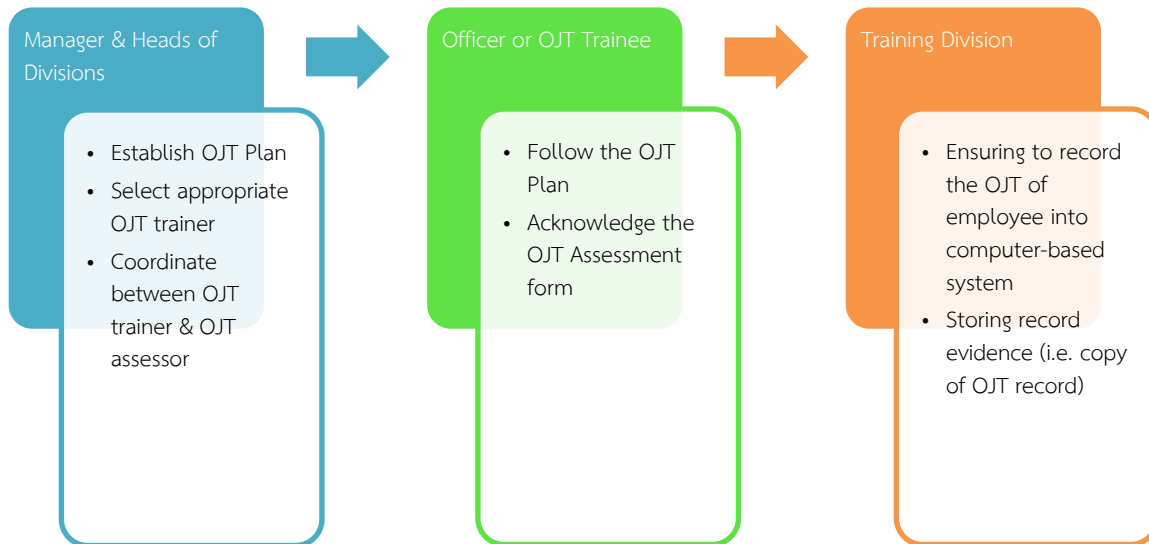


Figure 2.3: Stakeholders in OJT Process

Level of OJT Training

Level I – Knowledge

This level of OJT training requires trainees to gain knowledge associated with a specific job task. This knowledge may contain rules, guidance, procedure and standards. Level I OJT is typically involve a reviewing all reference material applicable to each job task. The level I training may be satisfied through classroom training, meeting, workshop or other delivery methods that provide the opportunity for the trainee to achieve the objectives of level I.

Level II – Understanding

This level of training usually involves observation of the performance of specific job tasks to achieve a level of understanding. This level of OJT training typically

involves the trainee observing and/or assisting OJT trainer in the performance of those specific job tasks for which the trainee will be held accountable. After completion of specific job task, the OJT trainer will determine if trainee understands the task and whether or not they are ready to proceed to the next level of OJT.

Level III – Performance

This level of training involves the application of knowledge and skills that OJT trainee has learned in order to perform specific job tasks. Typically, at this level, trainee is required to perform the job task under the observation and supervision of a qualified OJT trainer. Upon completion of each OJT, trainer shall discuss and make recommendation to trainee of any requirements for improvement and indicate feedback/comments in trainee's OJT record. When trainee has successfully completed level III, the OJT trainer shall certify that the trainee is competent to perform a specific job task without direct supervision and/or assistance from another inspector.

Deliver the OJT

In order to conduct effective OJT, the delivery may include such activities as:

- Establishing a training environment;
- Developing rapport with trainee;
- Stating learning objectives and expected outcome of performance;
- Assessing trainee's existing knowledge and skills in specific tasks;
- Providing explanations on how to perform such tasks;
- Checking out for trainee's understanding;

- Demonstrating tasks;
- Allowing sufficient time for trainee to practice task;
- Motivating trainee to learn;
- Reviewing and summarizing information;
- Providing feedback and evaluating trainee's performance;
- Validating that training is successful and OJT is completed.

OJT Record

Individual officer is responsible to initial record-keeping of their OJT activities through the use of OJT record form and OJT assessment form. The record and assessment may include;

- The task performed
- The date that OJT was completed
- Result and comment of the trainee has successfully achieved the objectives with OJT trainer(s) and assessor signatures

After completion of all required OJTs, the assessor shall conduct the OJT assessment. The trainee is required to make a copy of OJT record and assessment forms and submit the original for the applicant and issuance of credential card.

5. CAREER DEVELOPMENT

Ideally, career development holds out the possibility of growing critical skills within the organization and provides growth opportunity for individual employee which brings a great benefit for improving ability to attract good people and possibly retain them. Possible career growth in CAAT can be classified into vertical and network growth.

5.1. Vertical Career Growth

The vertical career growth is an upward move along the career ladder in corporate chain. Usually, this growth involves with financial gain and promotion.

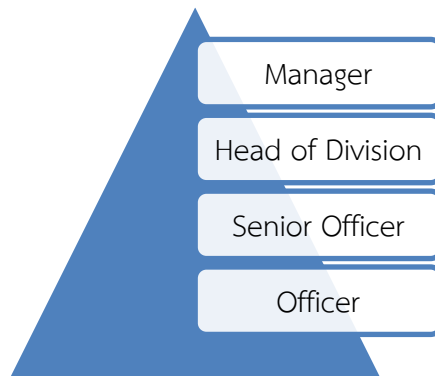


Figure 2.4: Vertical Career Growth

5.2. Network Career Growth

Network career growth focuses on horizontal career development. Employee shall have a chance to learn new things along the way and gain more experience in different fields. The network growth will provide broad learning and create intellectual value for employee.

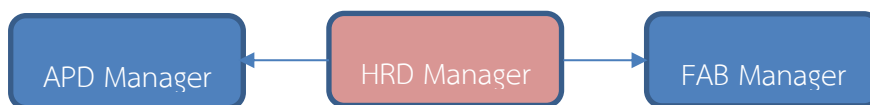


Figure 2.5: Example of Network Career Growth of HRD Manager

Figure 2.4 shows that HRD manager can move horizontally through job transfer to, for example FAB manager or APD manager. This path focuses to develop variety of knowledge and skill rather than staying in the same role.

PART 3: TRAINING ADMINISTRATION

1. TRAINING MANAGEMENT PROCESS

1.1. Training Manual Development

CAAT Training Manual is a document that contains the information about CAAT’s training policy, training-related responsibilities of stakeholders, training programme, training administration and processes. Figure 3.1 indicates the process for Training Manual development.

- 1) TN gather all relevant information to create and develop training manual.
- 2) Draft training manual procedure is developed
- 3) Initial review draft training manual is carried out by HRD manager
- 4) Draft training manual is prepared to DGCA through QAD for format checking
- 5) Training manual is approved by DGCA

Process : Training Manual Development Process

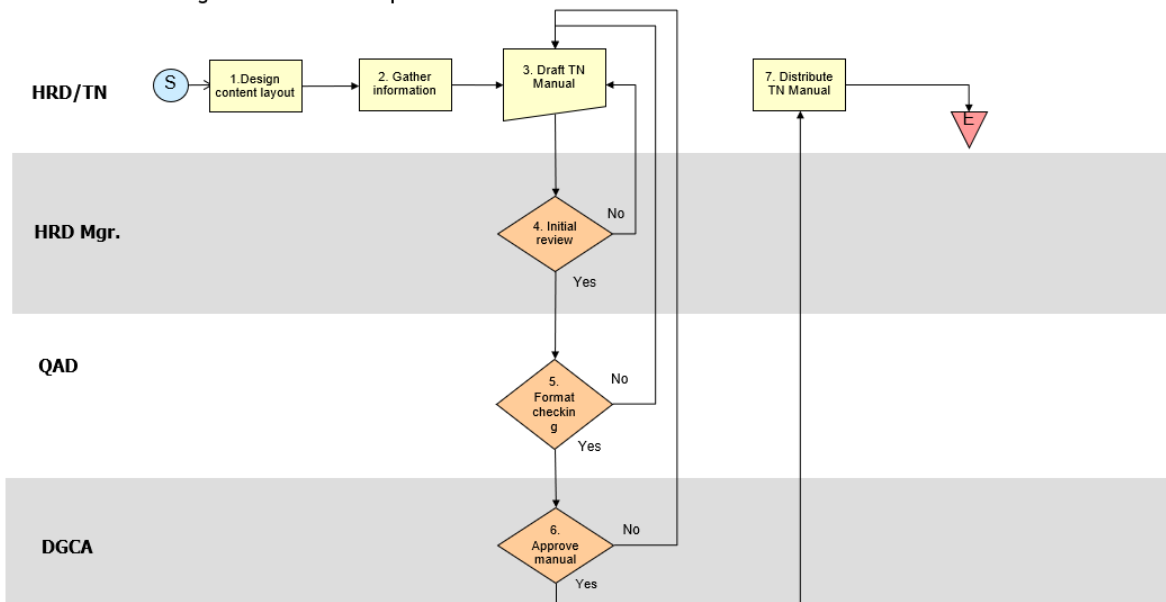


Figure 3.1: Training Manual Development Process

1.2. Training Needs Analysis

Training and development help strengthening the skills that employees need to improve. All CAAT’s employees at each function and level shall be trained in order to ensure that they are having sufficient knowledge, skills and abilities to perform their tasks effectively as well as aware of their responsibilities and accountabilities.

Training Division is responsible to conduct a training needs analysis. The result of training needs analysis shall be put together to establish training programme, IDP and annual training plan.

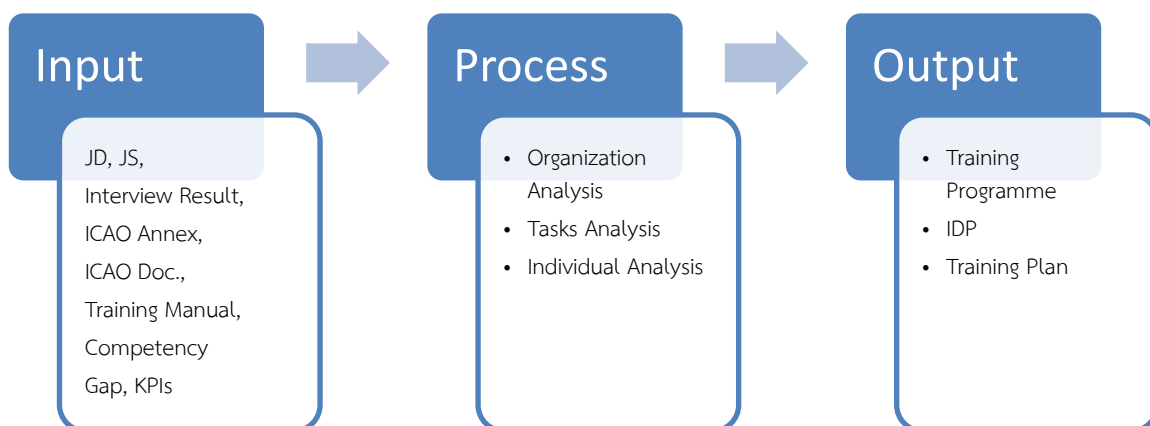


Figure 3.2: Training Needs Analysis System

Input: Input data for ‘Training Needs Analysis’ of CAAT basically derives from:

- 1) CAAT’s Qualifications & Training Requirements for Inspector under the Regulation on Qualification, Appointment, Authorization and the Supervision of Aviation Inspector, B.E. 2561.
- 2) ICAO’s requirements: provides information about the training courses that inspectorate officers should attend to comply with ICAO’s standard.

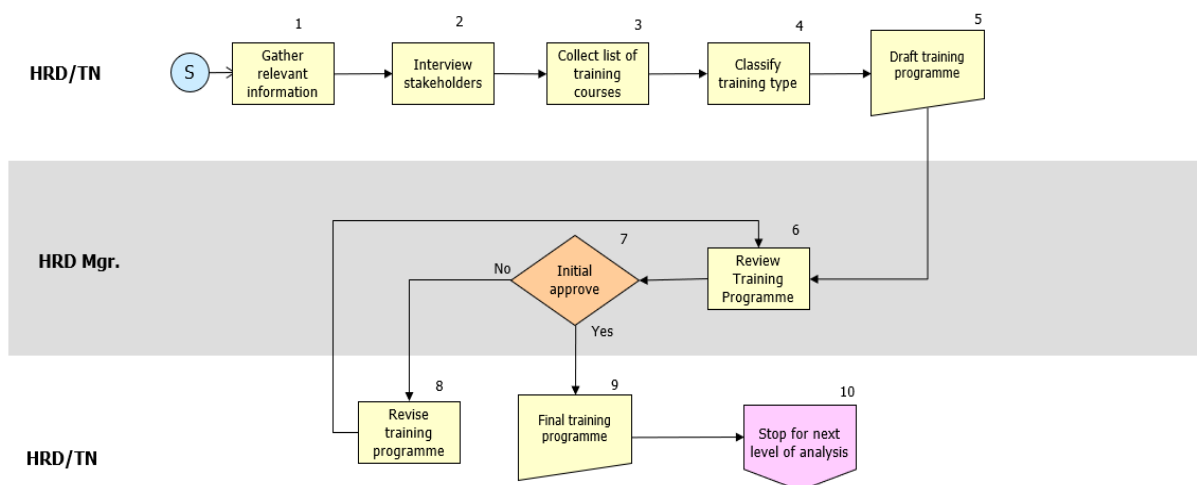
- 3) Other related international standards (i.e. EASA, FAA)
- 4) Job description and job specification that provide information about required knowledge and skills to perform certain functions
- 5) Performance appraisal report
- 6) Organizational KPIs that relates with training

Process: The training needs analysis shall be carried into 3 level of analysis;

- 1) Organizational analysis: this process involves study of organization’s vision, mission, strategies, core competencies and KPIs
- 2) Tasks analysis: this process involves study of job analysis which defines and describes in detail, the tasks and sub-tasks that the employee will perform and specify the knowledge type that characterize a job or task
- 3) Individual analysis: this process involves performance feedback derived from performance appraisal that addresses the competency gap of each individual

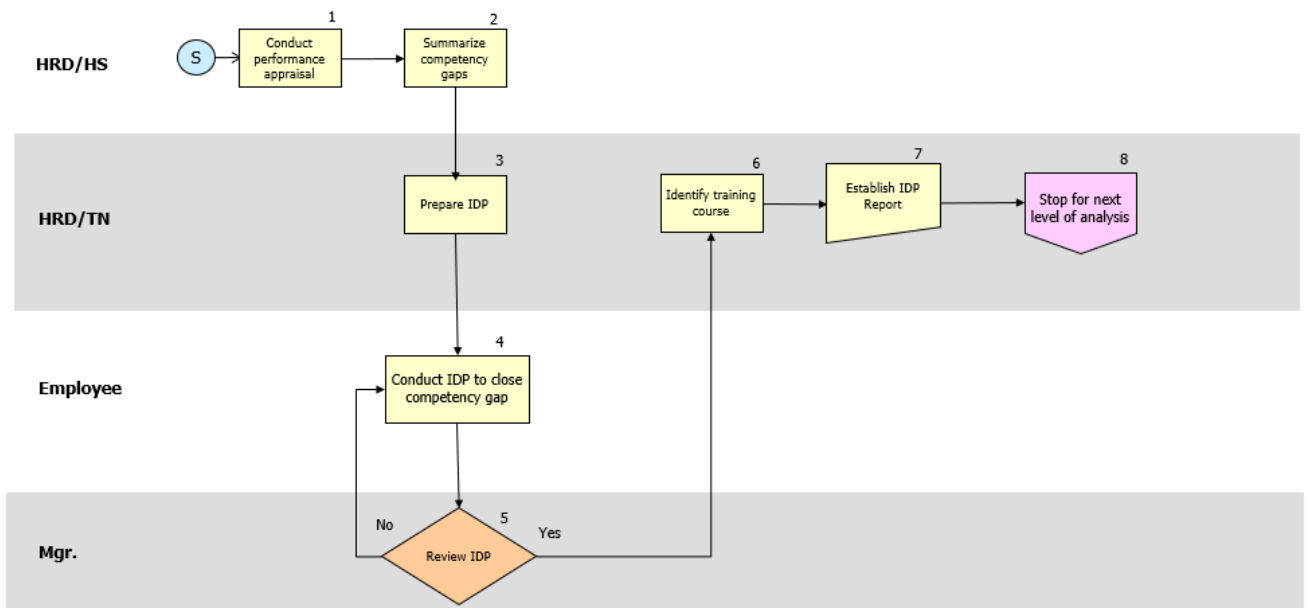
Process : Training Needs Analysis Process

Sub Process 1 – Tasks Analysis



Process : Training Needs Analysis Process

Sub Process 2 – Individual Analysis



Process : Training Needs Analysis Process

Sub Process 3 – Organization Analysis

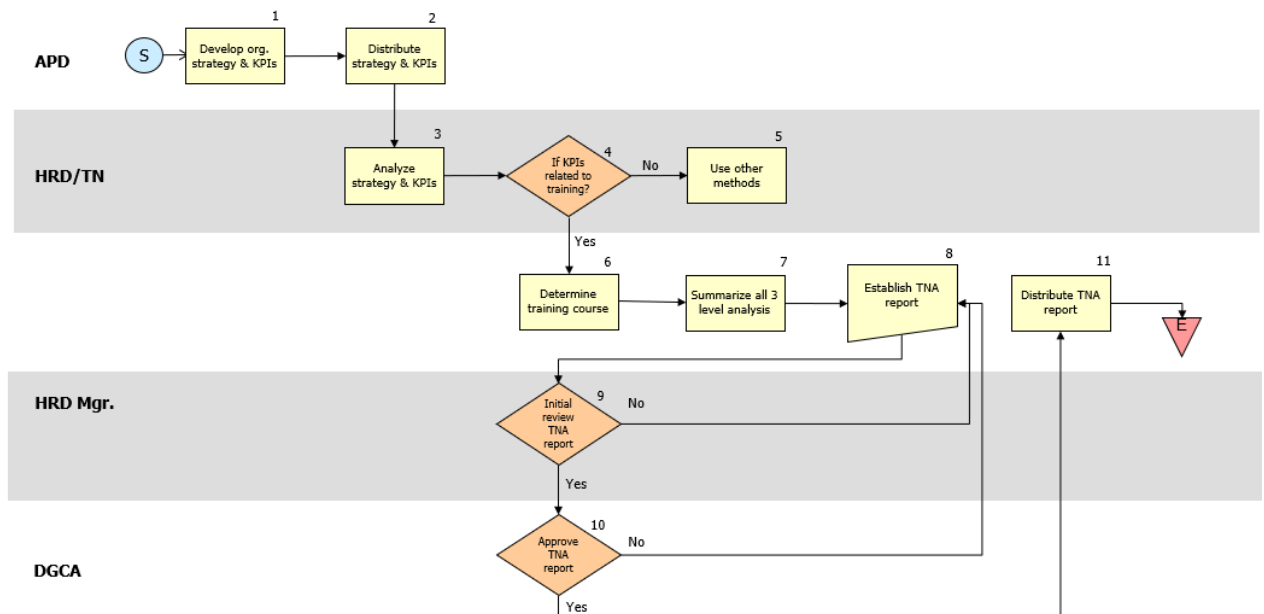


Figure 3.3: Training Needs Analysis Process

Output: At the end of ‘Training Needs Analysis’, TN shall have;

- 1) TNA Report
- 2) The result of organization and task analysis provide information about required training for particular job function which is important for the development of ‘training programmes’
- 3) The result of individual analysis identifies the competency gaps which shall be used in conjunction with training programmes for the development of IDP and training plan respectively

1.3. Training Plan Development

Training plan is the document containing the outlines of overall training courses that will be carried out across organization in particular period year. The process is indicated in figure 3.3

- 1) Employee should prepare IDP based on information from training programme and competency gaps analysis to identify required training courses needed for each employee in particular period
- 2) TN will use the information in IDP as an input for annual training plan development
- 3) Develop draft annual training plan and classifying into in-house and off-house training
- 4) Initial review of CAAT annual training plan is carried out by HRD manager
- 5) Annual training plan will be approved by DGCA
- 6) After approval, TN will announce training plan to all departments and groups
- 7) TN is responsible to arrange training according to annual training plan
- 8) Individual is responsible to attend training according to plan

Process : Training Plan Development Process

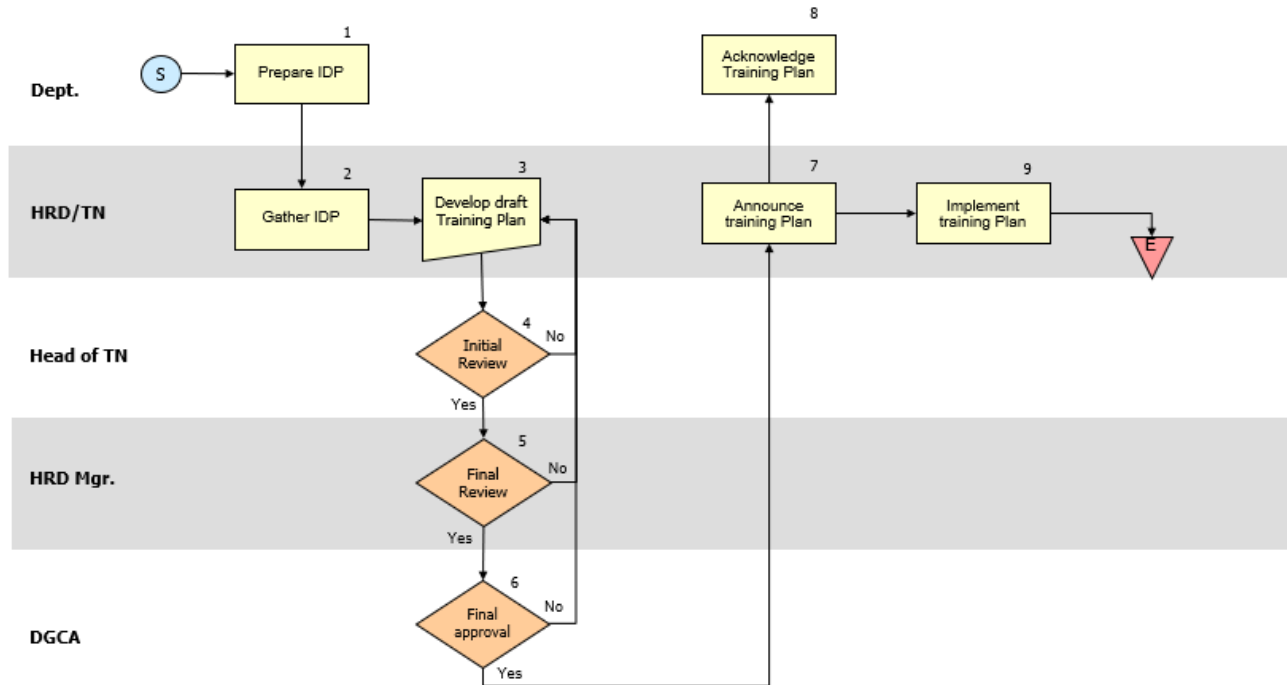


Figure 3.4: Training Plan Development Process

1.4. Training Arrangement Process

Training Division is responsible for arranging in-house training course according to approved training plan, as well as additional request (i.e. ad-hoc training) from department and/or from management.

1.4.1 In-house Training Arrangement (initiated by TN)

Basically, TN is responsible to conduct in-house training courses that listed in ‘Basic Corporate Programme’ as well as the subject that central to HRD. Process shall include;

- 1) TN creates in-house training request with estimate budget, signed by HRD manager and send to FAB for budget validation
- 2) Final approval of in-house training request is made by DGCA
- 3) TN shall create course information in HRIS portal

- 4) TN is responsible for overall training arrangement
- 5) After completion of the course, TN is responsible to issue certificate to all participants according to evaluation's criteria
- 6) TN shall update training record and keep copy of certificate in HRIS portal
- 7) Individual employee is responsible to file their own original certificate

Process : In-house Training Arrangement Process (Initiated by TN)

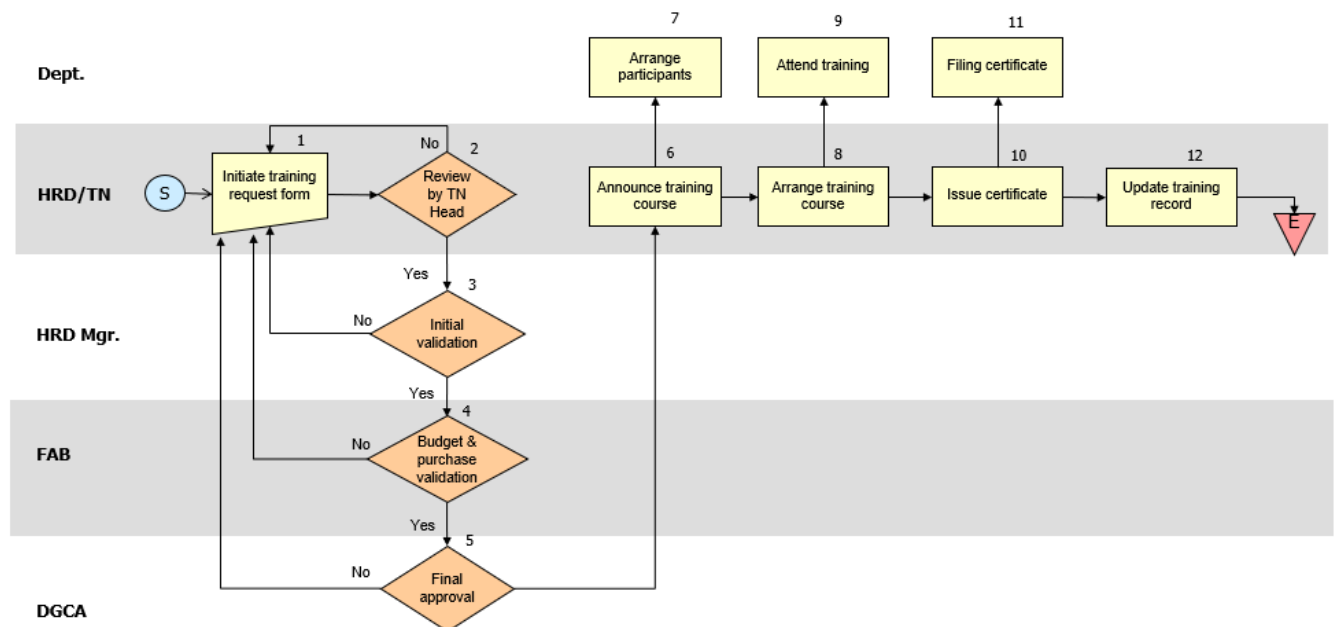


Figure 3.5: In-house Training Arrangement Process (Initiated by TN)

1.4.2 In-house Training Arrangement (initiated by Department)

Some in-house training course may be initiated by department/group. Process shall include;

- 1) Accountable staff from department/group is responsible to contact training provider or instructor for course details, quotation and agreement

- 2) Accountable staff from department/group initiates in-house training request with estimate budget, signed by manager and send to HRD/TN
- 3) TN officer is responsible to validate request information as well as support documents and send to HRD manager for initial approval
- 4) The request will be sent to FAB for purchasing & budget validation
- 5) Final approval of in-house training request is made by DGCA
- 6) TN shall create course information in HRIS portal
- 7) TN in cooperation with accountable staff from department are responsible for overall training arrangement
- 8) After completion of the course, TN is responsible to issue certificate to all participants according to evaluation's criteria
- 9) TN shall update training record and keep copy of certificate in HRIS portal
- 10) Individual employee is responsible to file their own original certificate

Process : In-house Training Arrangement Process (Initiated by Department)

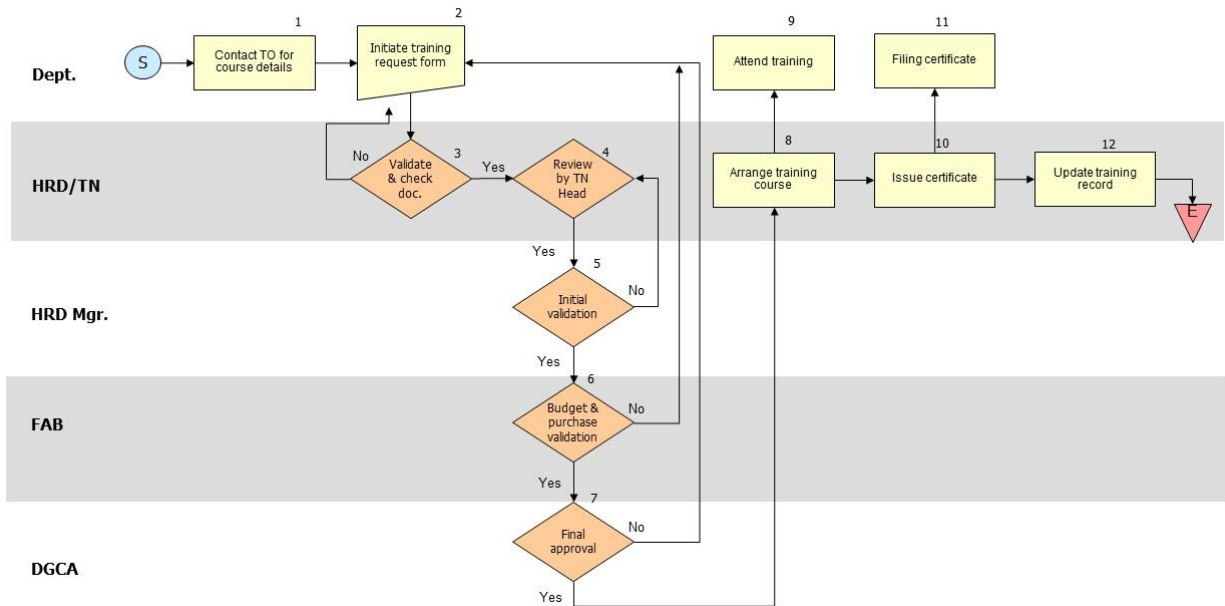


Figure 3.6: In-house Training Arrangement Process (Initiated by Department)

1.4.3 Off-house Training Process

Training Division is responsible for facilitating off-house training course according to approved training plan, as well as additional request (i.e. ad-hoc training) from department.

- 1) Employee from each department/ group is responsible to initiate off- house training request to TN with budget estimation and support documents
- 2) TN shall validate necessary criteria based on Training Manual (i.e. mandatory course, budget, language proficiency) and training plan.
- 3) Initial approval is made by HRD manager
- 4) The request will be sent to FAB for expense validation
- 5) Final approval of the request is made by DGCA
- 6) Employee is required to submit training report and certificate to TN within 15 days after completion of the course

- 7) TN is responsible to keep copy of certificate and update training record in HRIS portal
- 8) Training report shall be sent to HRD manager and DGCA for acknowledgement and update KM

Process : Off-house Training Arrangement Process

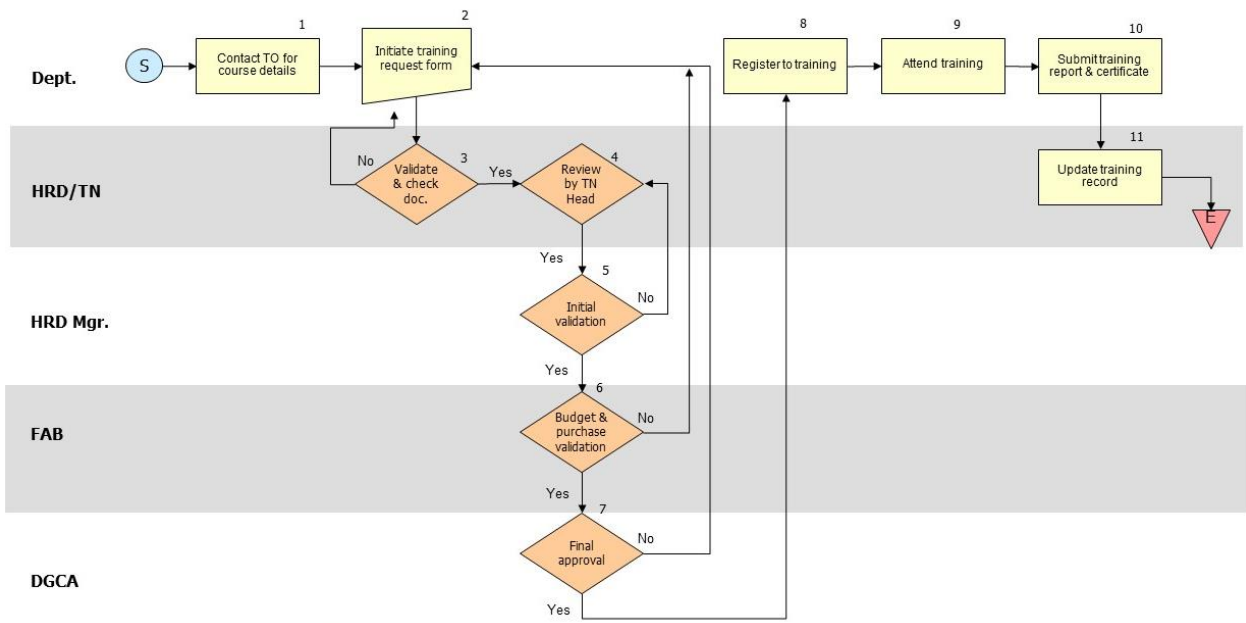


Figure 3.7: Off-house Training Arrangement Process

1.5. Training Catalogue Development Process

Training catalogue is the document containing the information such as training programme of all departments and course syllabus. The process of training catalogue development is;

- 1) TN conduct training needs analysis and summarize training programme for each department unit
- 2) Each department/group is responsible for developing course syllabus based on subjects listed in training programme
- 3) TN collects and verifies course syllabus

- 4) TN establishes e-Training Catalogue
- 5) e-Training Catalogue is approved by HRD manager

Process : Training Catalog Development Process

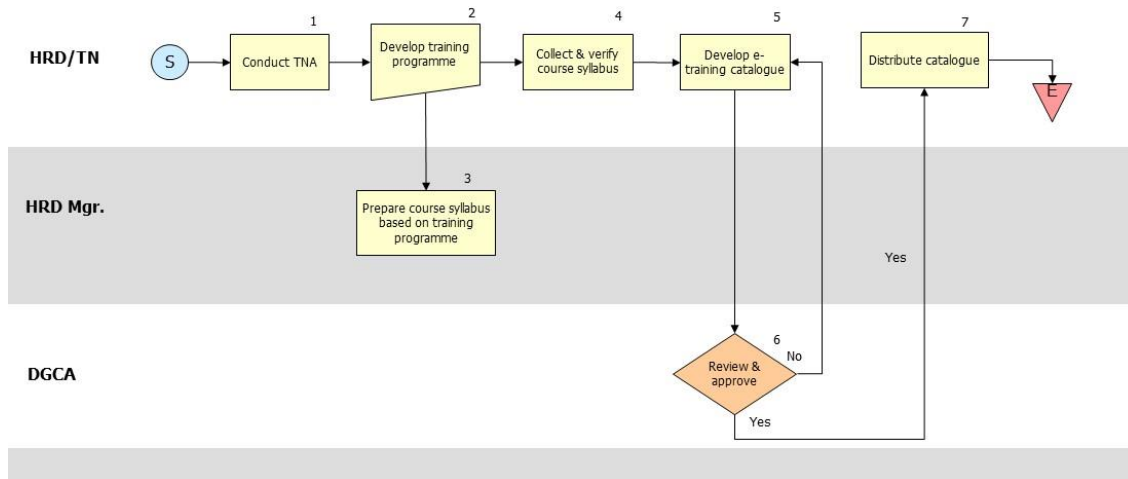


Figure 3.8: Training Catalogue Development Process

2. PERSONNEL

2.1. Training Instructor Approval

The Training Division is responsible for qualifying external or internal instructors based upon following criteria:

2.1.1 Internal Instructor Approval Process

- 1) In order to become qualified internal instructor, employee should have qualifications as follow;
 - Having subject matter knowledge in relation to the training course. Subject matter expertise may be in term of their work experiences, knowledge demonstrated, and/or certification.

- Having completed “Train the Trainer” course, and/ or having teaching experience at least 30 hours.
- 2) Create request with proof of support documents (e.g. resume, related training certificate) and submit to TN for validation
 - 3) TN validate request and proceed for approval
 - 4) The final approval is made by DGCA

This level of approval is applied to the theory-based training subject only, knowledge regarding to work procedures, related manuals and regulations can be gained through Knowledge Management (KM) sharing session within department.

2.1.2 External Instructor Approval Process

Often times, CAAT will invite expert from external to deliver either theoretical or OJT training. The criteria for approval as follow;

- 1) TN shall consider the qualification of external instructor based on subject matter knowledge in relation to the training course as well as teaching experience.
- 2) Approval of external instructor shall be carried out together with in-house training request process
- 3) TN validate request and proceed for approval
- 4) The final approval is made by DGCA

2.2. OJT Personnel Approval

2.2.1 OJT Trainer Approval Process

- 1) In order to become OJT trainer, employee should have qualifications as follow;

- Being senior inspector or senior personnel or an expert with subject matter knowledge and inspection experience in relation to the OJT scope
- 2) OJT trainer is nominated by department manager based on above qualifications

2.2.2 OJT Assessor Approval Process

- 1) In order to become OJT Assessor, employee should have qualifications as follow;
 - Having subject matter knowledge with 2 years of inspection experience or have other appropriate qualifications and experiences
- 2) Department manager requests DGCA for the appointment with the support documents on qualifications through HRD/HS for validation
- 3) HRD/HS validates request and proceed for approval
- 4) The final approval is made by DGCA

3. TRAINING PROVIDER SELECTION & EVALUATION

3.1. Training Provider Selection

Training Division is responsible for selecting appropriate training provider or training institute for particular training courses. Choosing the right training provider involves much more than scanning a series of price lists. The choice will depend on a wide range of factors such as value for money, quality, reliability and service. To weigh up the importance of these different factors will be based on CAAT's priorities and strategy. The key criteria used for Training provider selection may include;

- 1) Specialty training course: different training providers may have different specialty in the area of training. For example, Eurocontrol is one of the training providers that is strong in Air Navigation Service (ANS) area.
- 2) Should have training courses that match or exceed the training needs of CAAT employees.

- 3) Able to provide qualified and competent instructors.
- 4) Having appropriate facilities and equipment to support training courses. For example, classroom areas, workshop areas, simulation and training courseware should be in good conditions.
- 5) Pre-assessment may be carried on prior to select training provider

Recommendation for potential training providers shall include;

- Manufacturer' s training providers or institutions (i.e. Airbus, Boeing), or those recognized by the manufacturers.
- Recognized international training organizations (such as Eurocontrol, ENAC, SAA, IATA, JAATO, KOICA).
- Instructors of the operators and organization certified or licensed by other States.
- Approved Training Organization (ATOs) from other states.
- Training organizations listed in TRAINAIR PLUS member
- According to ICAO Doc. 8335, it is not desirable for CAAT inspectorate personnel to acquire training from an operator or organization under CAAT inspectional jurisdiction in order to avoid bias, except for the case when CAAT has experienced the limitation of training resource, this also needs to be under DGCA's approval.

3.2. Training Provider Evaluation

A system for evaluation of training provider and their performance is a key process and important to support an effective training of CAAT. Performance of training providers need to be closely monitored to ensure the quality of training delivery. The evaluation process shall include;

- 1) Preparation of evaluation rating sheet
- 2) Measure of performance based on the parameters defines in evaluation rating sheet.
The measurement of performance shall be carried out by the following person(s);
 - Randomly by trainee(s) during the attendance of the course
 - By accountable manager and/or head of training division through evaluation site-visit
- 3) Evaluator shall submit the evaluation rating sheet to TN for further analysis
- 4) TN officer is responsible for analyse the measurement scoring and issue report with recommendation depending on the performance rating result
- 5) Unsatisfactory performance of each training provider should be taken into consideration for further training provider selection

4. TRAINING COURSE EQUIVALENT

CAAT training programme provides information about required training for employees in particular functions. The subject area listed in training programme may have different name initiated by different training providers. TN officer is responsible for checking the course content for equivalency. Course syllabus is the source of information used for course equivalency. The process shall include;

Pre-training: prior to send CAAT employee to attend training course that may have course title different from the course listed in training programme, TN officer should;

- 1) TN officer will check the similarity between CAAT course syllabus and the course outline of the training course based on;
 - a. Course objectives
 - b. Course contents/topics

- c. Teaching method
 - d. Duration of the course
- 2) TN officer may need to consult with subject matter expert(s) and/or course developer to confirm the similarity of the course
 - 3) TN will proceed the training request with remark for course equivalent approval
 - 4) The final approval is made by DGCA

Previous training: TN is responsible for record keeping for all training records of CAAT employees including the previous records in the past experience. The title of training course listed in certificate/record sheet may have name differently from the course listed in training programme, TN officer should;

- 1) TN officer will check the similarity between CAAT course syllabus and the course outline of the training course based on;
 - a. Course objectives
 - b. Course contents/topics
 - c. Teaching method
 - d. Duration of the course
- 2) TN officer may need to consult with subject matter expert(s) and/or course developer to confirm the similarity of the course
- 3) If the course can be equivalent, TN will input record in the HRIS portal under the name listed in CAAT training programme
- 4) If the course cannot be equivalent, TN will create the new course in HRIS portal and record it accordingly

CAAT is on process to develop the 'Alternative Training Index' to quickly identify the equivalence training courses.

5. TRAINING FACILITIES

In order to fully support training for all staff, CAAT provides rooms for lecture and workshop training for in-house training, as well as necessary equipment for example;

- microphone
- speakers
- projector
- whiteboard
- flip-chart
- course materials
- computer for trainer

In case when there is no room available in CAAT's property, TN will arrange for place outside the premise, such as hotel function room or external training room to facilitate for in-house training arrangement.

6. TRAINING EVALUATION

6.1. Level of Training Evaluation

Training evaluation data shows if knowledge or skills are gained, performance is replicated on the job, and the performance leads to organizational improvement. Kirkpatrick's Four-Level Training Evaluation Model is widely used to analyse the effectiveness and impact of training. The four levels of post-training evaluation shall include;

1) Level 1: Reaction

This level measures how trainees reacted to the training for example how they feel about the instructor, the topic, the material, its presentation, the venue and overall service. It's important to measure reaction as it helps to illustrate how well the training was received by the audience. It also helps training organization improves the training for future trainees. This level of evaluation is usually completed at the end of training session using questionnaire survey.

2) Level 2: Learning

This level measures what trainees have learned or how much their knowledge has increased as a result of the training. Usually, when the training session is planned, it is started with a list of specific learning objectives which should be the starting point for this level 2 measurement. It is important to measure this, because knowing what trainees are learning and what they aren't will help training organization improve future training. This level of evaluation is usually conducted through various kind of test, assignment or examination.

3) Level 3: Behaviour

This level measures how trainees apply the information into their real job based on the training they received. It is essential that trainees should transfer knowledge into their work for better job performance. Therefore, this level 3 post-training evaluation measures against job performance objectives. This level of evaluation is usually conducted 3-6 months after trainees completed the training.

4) Level 4: Result

At this level, it aims to analyse the final results of the training. This includes outcomes that individual or organization have determined to be good for business, good for the

employees, or good for the bottom line. Therefore, this level of evaluation measures against operational performance.

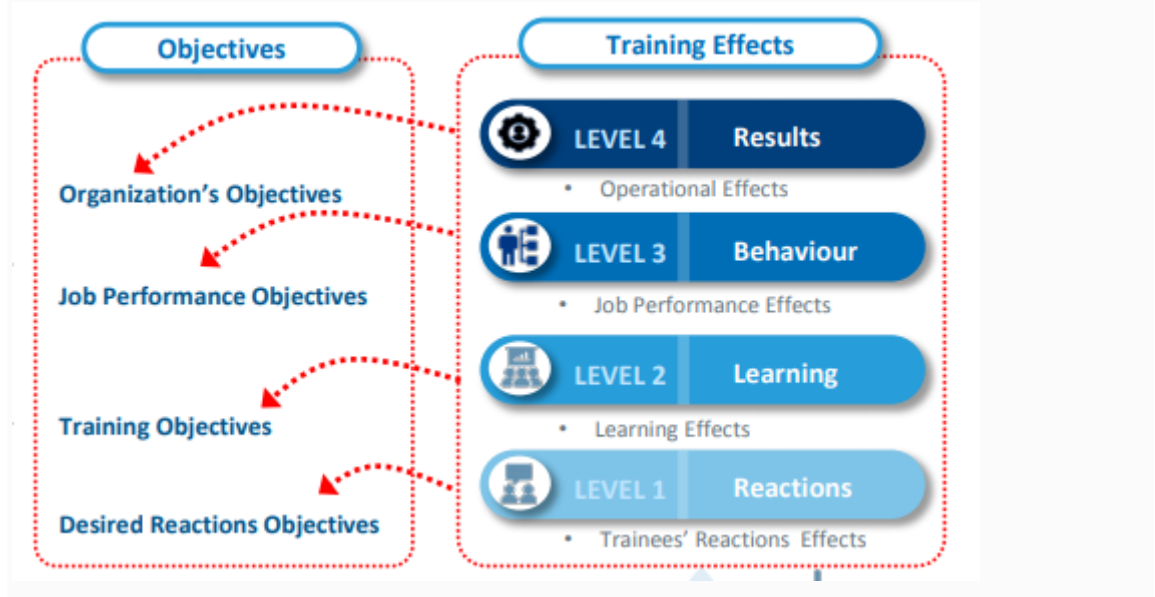


Figure 3.9: Level of Training Evaluation and Effects

6.2. Examination Arrangement and Control

For in-house training course that requires examination, the process shall include the following;

Initial exam process:

- 1) Instructor prepares exam question(s)
- 2) TN officer will facilitate to prepare copy of exam and answer sheets
- 3) TN officer will facilitate to oversee the examination
- 4) TN officer collects the answer sheets and give to instructor
- 5) Instructor is responsible to grading the examination and provide result back to TN
- 6) TN informs the exam result to all participants

Retest process:

- 1) The failed participants can request for retest within 15 working days after an announcement of the first exam result
- 2) TN shall facilitate and prepare the room for retest
- 3) Instructor is responsible to grading the retest exam and provide the result back to TN
- 4) TN summarizes the examination score and attendant report
- 5) Certification shall be issued for the passed trainees only

Examination control:

- 1) The examination rules shall be communicated before the exam starts
- 2) Only those items authorized for use in the examination are to be on the desk, mobile phone will be kept in front of the room away from the examinees.
- 3) Instructor(s) and TN officers shall oversee the examinees during the exam
- 4) If cheating is caught, instructor or TN officer has the right to suspend the examination and report to DGCA for disciplinary action.

6.3. Certificate Issuing

After completion of in-house training course, TN is responsible for issuing certificates for attendees.

There are two different types of certificate to be issued based on the assessment criteria.

Certificate of Participation

This type of certificate will be issued in case that there is no exam for the course. Trainees who participate in the class \geq 80% will be eligible to receive this type of certificate.

Certificate of Achievement

This type of certificate will be issued in case there is an exam involved in that particular course. Trainees who are eligible to receive this type of certificate must (a) attend the class $\geq 80\%$, and (b) pass the exam or assignment with minimum requirement as evidenced in course syllabus.

7. RECORD-KEEPING POLICY

Individual training record shall be maintained as evidence of training delivery and assessment of competence. CAAT employees' training record shall be maintained centrally in HRIS portal by Training Division. Record-keeping process shall be described below;

7.1. Record-keeping Process for Off-house Training

- 1) After completion of off-house training course, employee should submit training report together with a copy of certificate to TN within 15 days. Original certificate should be kept by employee.
- 2) After receiving training report and a copy of certificate, TN shall scan the documents and update training record in HRIS portal within 15 days.
- 3) TN should ensure that the training records of employees are complete, up-to-date, and retain in the safe place.
- 4) The record keeper will be responsible for control of these records.

7.2. Record-keeping Process for In-house Training

- 1) After completion of in-house training course, TN shall issue the certificate to those employees who successfully completed the course.

- 2) The original certificate shall be distributed to employees.
- 3) The scanned copy of certificate should be uploaded in HRIS portal for record keeping purpose within 30 days after the completion of the course.
- 4) TN should ensure that the training records of employees are complete, up-to-date, and retain in the safe place.
- 5) The record keeper will be responsible for control of these records.

7.3. Record-keeping Process for OJT Training

- 1) After completion of each OJT, employee should have OJT record signed by OJT trainer and OJT trainee. The original record shall be kept by trainee.
- 2) After completion of required no. of OJT, trainee is responsible to compile and submit copy of all OJT records and the OJT assessment form to TN
- 3) After receiving copy of OJT record forms and the OJT assessment form, TN shall scan the documents and update OJT training record in HRIS portal within 15 days.
- 4) TN should ensure that the training records of employees are complete, up-to-date, and retain in the safe place.
- 5) The record keeper will be responsible for control of these records.

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APPENDIX A: TRAINING FORMS

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1. TRAINING ORGANIZATION EVALUATION FORM: FOR TRAINEE



Training Organization Evaluation Form: For Trainee

แบบประเมินสถาบันฝึกอบรม สำหรับผู้เข้ารับการฝึกอบรม

Training Organization Name: ชื่อสถาบันฝึกอบรม		Country: ประเทศ	
Training Date: วันที่เข้ารับการฝึกอบรม	From: จากวันที่	To: ถึงวันที่	
Name of Training Course: ชื่อหลักสูตรฝึกอบรม			
Trainee's Name ชื่อผู้เข้ารับการฝึกอบรม		Department: ฝ่าย	

ส่วนที่ 1 Training Organization (TO) Evaluation การประเมินสถาบันฝึกอบรม

Topics หัวข้อการประเมิน	Evaluation Rate of TO ระดับผลการประเมินสถาบันฝึกอบรม					
	Strongly Agree เห็นด้วยอย่างยิ่ง 5	Agree เห็นด้วย 4	Neutral เป็นกลาง 3	Disagree ไม่เห็นด้วย 2	Strongly Disagree ไม่เห็นด้วยอย่างยิ่ง 1	N/A
1. Course syllabus/description was clearly stated รายละเอียด/คำอธิบายหลักสูตรมีการระบุอย่างชัดเจน						
2. Registration process was convenient การลงทะเบียนมีความสะดวก						
3. Timeliness response from TO support staff ระยะเวลาการติดต่อ/ตอบสนองของเจ้าหน้าที่สถาบันฝึกอบรม เป็นไปอย่างรวดเร็ว						
4. Availability of training facilities during class ความพร้อมของวัสดุอุปกรณ์ระหว่างการเรียน						
5. Course content/presentation was well organized การจัดเตรียมเนื้อหาหลักสูตร / การนำเสนอมีการจัดการที่ดี						
6. The duration of the course was appropriate ระยะเวลาของหลักสูตรมีความเหมาะสม						
7. Instructor has sufficient knowledge and skill in the delivered subject วิทยากรมีความรู้และทักษะในเรื่องที่สอน						
8. Instructor was well prepared วิทยากรเตรียมตัวมาเป็นอย่างดี						
9. Instruction was clear and understandable คำแนะนำในการเรียนชัดเจน และสามารถเข้าใจได้ง่าย						
10. I was well engaged during the training session ผู้เข้ารับการฝึกอบรมมีส่วนร่วมเป็นอย่างดีระหว่างการฝึกอบรม						
11. Classroom and the set up was well comfortable ห้องเรียนและการจัดเตรียมสถานที่ได้รับความสะดวกสบายอย่างดี						
12. The location of TO was easy accessed through public transport ที่ตั้งสถาบันฝึกอบรมเข้าถึงง่ายด้วยระบบขนส่งสาธารณะ						
13. TO provided list of nearby accommodation (Foreign TO) สถาบันฝึกอบรมจัดทำรายการที่พักใกล้เคียง (กรณีสถาบันฝึกอบรมต่างประเทศ)						
14. This training course has met my overall expectation หลักสูตรนี้ตรงตามความคาดหวังของผู้เข้ารับการฝึกอบรม						
15. This training course will be beneficial to my job หลักสูตรนี้น่าจะเป็นประโยชน์ต่อผู้เข้ารับการฝึกอบรม						



ส่วนที่ 2 Understanding and knowledge Evaluation การประเมินระดับความรู้ ความเข้าใจ

Topics หัวข้อการประเมิน	Evaluation Rate ระดับผลการประเมิน				
	Excellent มากที่สุด 5	Good มาก 4	Fair ปานกลาง 3	Poor น้อย 2	Very Poor น้อยที่สุด 1
1. Knowledge of the topic BEFORE taking this course ความรู้ ความเข้าใจในเรื่องนี้ ก่อน การอบรม					
2. Knowledge of the topic AFTER taking this course ความรู้ ความเข้าใจในเรื่องนี้ หลัง การอบรมเพื่อนำไปใช้ในการปฏิบัติงาน					

ส่วนที่ 3 Apply knowledge Evaluation การประเมินระดับการนำองค์ความรู้ไปใช้

Topics หัวข้อการประเมิน	Evaluation Rate ระดับผลการประเมิน				
	Excellent มากที่สุด 5	Good มาก 4	Fair ปานกลาง 3	Poor น้อย 2	Very Poor น้อยที่สุด 1
1. Able to apply knowledge from this course to perform in my work สามารถนำองค์ความรู้ที่ได้รับไปประยุกต์ใช้ในการปฏิบัติงานได้					
2. Able to close my competency gap / improve my competency gap สามารถปิดช่องว่างสมรรถนะ / พัฒนาสมรรถนะของท่านได้					
3. Able to share knowledge from this course to others สามารถนำองค์ความรู้ไปเผยแพร่/ถ่ายทอดได้					

Suggestions ข้อเสนอแนะอื่นๆ

Trainee's Signature _____ Date _____
ลายเซ็นผู้เข้ารับการฝึกอบรม วันที่

2. POST TRAINING EVALUATION FORM FOR TRAINEE (IN-HOUSE TRAINING)



Post Training Evaluation Form for Trainee (In-house Training)

แบบประเมินหลังการฝึกอบรม สำหรับผู้เข้ารับการฝึกอบรม In-house

Topic หลักสูตรฝึกอบรม.....

Date วันที่ฝึกอบรมPlace สถานที่ฝึกอบรม.....

General Information ส่วนที่ 1 ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

1. Gender เพศ Male ชาย Female หญิง
2. Age อายุ 20-30 years old 20-30 ปี 31-40 years old 31 - 40 ปี Above 40 years old 41 ปีขึ้นไป
3. Department ฝ่าย/กลุ่ม..... Division กอง.....

Training Evaluation ส่วนที่ 2 ระดับการประเมินผล (ด้านวิทยากร / ด้านสถานที่ ระยะเวลา / ด้านความรู้ ความเข้าใจ / ด้านการนำองค์ความรู้ไปใช้)

Topics หัวข้อการประเมิน	Evaluation Rate ระดับผลการประเมิน				
	Excellent มากที่สุด 5	Good มาก 4	Fair ปานกลาง 3	Poor น้อย 2	Very Poor น้อยที่สุด 1
Instructor ระดับความพึงพอใจด้านวิทยากร					
1. Instructor has sufficient knowledge and skill in the delivered subject วิทยากรมีความรู้และทักษะในเรื่องที่สอน					
2. Instructor clearly explained course content วิทยากรสามารถถ่ายทอดเนื้อหาได้ชัดเจน					
3. Instructor can link the course content การเชื่อมโยงเนื้อหาในการฝึกอบรม					
4. The completion of course content มีความครบถ้วนของเนื้อหาในการฝึกอบรม					
Facilities ระดับความพึงพอใจด้านสถานที่ ระยะเวลา					
1. The convenience and suitability of the training room สถานที่อบรมที่มีความเหมาะสม และสะดวกสบาย					
2. Availability of training facilities during class ความพร้อมของวัสดุอุปกรณ์ระหว่างการเรียนรู้					
3. The duration of the course was appropriate ระยะเวลาของหลักสูตรมีความเหมาะสม					
Understanding and knowledge ระดับความรู้ ความเข้าใจ					
1. Knowledge of the topic BEFORE taking this course ความรู้ ความเข้าใจในเรื่องนี้ ก่อน การอบรม					
2. Knowledge of the topic AFTER taking this course ความรู้ ความเข้าใจในเรื่องนี้ หลัง การอบรมเพื่อนำไปใช้ในการปฏิบัติงาน					
Apply knowledge ระดับการนำองค์ความรู้ไปใช้					
1. Able to apply knowledge from this course to perform in my work สามารถนำองค์ความรู้ที่ได้รับไปประยุกต์ใช้ในการปฏิบัติงานได้					
2. Able to close my competency gap / improve my competency gap สามารถปิดช่องว่างสมรรถนะ / พัฒนาสมรรถนะของท่านได้					
3. Able to share knowledge from this course to others สามารถนำองค์ความรู้ไปเผยแพร่/ถ่ายทอดได้					

1. Satisfaction for this training สิ่งที่ท่านพึงพอใจในการฝึกอบรมครั้งนี้

2. Recommendation for next training ข้อเสนอแนะที่ควรนำไปพัฒนาการฝึกอบรมในโอกาสต่อไป

.....

3. PRE-ASSESSMENT FOR COURSES AND TRAINING PROVIDERS FORM: FOR TRAINING DIVISION



Pre-Assessment for Courses and Training Providers Form:

For Training Division

แบบประเมินสถาบันฝึกอบรมและหลักสูตรก่อนจัดการฝึกอบรม สำหรับกองฝึกอบรม

Training Provider Name: ชื่อสถาบันฝึกอบรม		Country: ประเทศ	
Training Date: วันที่เข้ารับการฝึกอบรม	From: จากวันที่	To: ถึงวันที่	
Evaluator's Name ชื่อของผู้ประเมิน			
Evaluation Date วันที่ประเมิน			

Section 1: To evaluate the reliability and acceptability of training provider

การประเมินความน่าเชื่อถือและการยอมรับของสถาบันฝึกอบรม

Is training provider categorized under one of the following lists? สถาบันฝึกอบรมอยู่ภายใต้รายการดังกล่าวหรือไม่

1. Manufacturer's training providers or institutions, or those recognized by the manufacturers
2. Recognized international training organizations
3. Training organizations listed in TRAINAIR PLUS member

Yes, please specify (โปรดระบุชื่อ) _____

If No, What kind of training provider it is? (หากไม่ใช่รายการดังกล่าว โปรดเลือกประเภทของสถาบันฝึกอบรมด้านล่าง)

- Instructors of the operators and organization certified or licensed by other States.
- Approved Training Organization (ATOs) from other states.
- Approved Training Organization (ATOs) from CAAT.
- Other, Please specify.....

Section 2: To evaluate the overall quality of Training Providers การประเมินคุณภาพโดยรวมของสถาบันฝึกอบรม

Rating Scores 5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree, N/A = Not available

เห็นด้วยอย่างยิ่ง เห็นด้วย เป็นกลาง ไม่เห็นด้วย ไม่เห็นด้วยอย่างยิ่ง ไม่มี

Training Provider Evaluation การประเมินสถาบันฝึกอบรม	5	4	3	2	1	N/A
2.1 Information of course is well available on Training Provider's website มีข้อมูลหลักสูตรแสดงบนเว็บไซต์ของสถาบันฝึกอบรม						
2.2 Course syllabus/description was clearly stated รายละเอียด/คำอธิบายหลักสูตรมีการระบุอย่างชัดเจน						
2.3 Duration of training course is appropriate ระยะเวลาการจัดการฝึกอบรมมีความเหมาะสม						
2.4 Timeliness response from Training Provider staffs ระยะเวลาการติดต่อประสานงาน/ตอบสนองของเจ้าหน้าที่สถาบันฝึกอบรมเป็นไปอย่างรวดเร็ว						
2.5 Training Provider staffs are keen for service and well communicated. เจ้าหน้าที่สถาบันฝึกอบรมมีความกระตือรือร้นในการให้บริการ และมีการสื่อสารที่ดี						
2.6 Training Provider provides reasonable training fee สถาบันฝึกอบรมเสนอราคาค่าฝึกอบรมอย่างเหมาะสม						
2.7 Training Provider can provide internal training at customer's site สถาบันฝึกอบรมสามารถให้บริการจัดฝึกอบรมภายในพื้นที่ของลูกค้าได้						
2.8 Training Provider present good management system สถาบันฝึกอบรมแสดงถึงระบบการบริหารจัดการที่ดี						
2.9 Training courses will be beneficial to CAAT function หลักสูตรฝึกอบรมนั้นจะเป็นประโยชน์ต่อองค์กร						

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Section 3: Result for Pre-Assessment for Courses and Training Providers

ผลการประเมินสถาบันฝึกอบรมและหลักสูตรก่อนจัดการฝึกอบรม

Average score for Training Provider Evaluation คะแนนเฉลี่ยการประเมินสถาบันฝึกอบรม

- 1.00 – 1.79 means Not Good to provide training at all
หมายถึง ไม่ดี ไม่ควรใช้จัดฝึกอบรม
- 1.80 – 2.59 means Not quite good to provide training
หมายถึง ไม่ค่อยดี ไม่ควรใช้จัดฝึกอบรม
- 2.60 – 3.39 means Fair to provide training but may consider other training provide (if any) หมายถึง พอใช้ แต่อาจจะพิจารณาสถาบันฝึกอบรมอื่นร่วมด้วย (ถ้ามี)
- 3.40 – 4.19 means Good to provide training
หมายถึง ดีเหมาะสมสำหรับใช้จัดฝึกอบรม
- 4.20 – 5.00 means Very Good to provide training
หมายถึง ดีมากเหมาะสมสำหรับใช้จัดฝึกอบรม

Section 4: Any suggestion ข้อเสนอแนะอื่นๆ

.....

.....

.....


Evaluator and Date ผู้ประเมิน และวันที่ประเมิน	
<p>① Evaluator ผู้ประเมิน</p> <p>ลงชื่อ:</p> <p>(.....)</p> <p>วันที่</p>	<p>② Head of Training หัวหน้ากองฝึกอบรม</p> <p>ลงชื่อ:</p> <p>(.....)</p> <p>วันที่</p>

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APPENDIX B: OJT FORMS

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1. OJT RECORD FORM


 สำนักงานการขนส่งทางอากาศ The Civil Aviation Authority of Thailand	<h3>OJT Record</h3> <p>(To be Completed by OJT Trainer after every OJT)</p>										
Section I: Trainee's Information											
Name:	Surname:										
Employee ID:											
Department:	Division:										
Type of Inspector: <input type="checkbox"/> ASI <input type="checkbox"/> PEL-..... <input type="checkbox"/> OPS-..... <input type="checkbox"/> AIR-..... <input type="checkbox"/> ANS-..... <input type="checkbox"/> AGA-..... <input type="checkbox"/> AVSEC											
Date of OJT:	<input type="checkbox"/> First OJT <input type="checkbox"/> Extra OJT <input type="checkbox"/> Second OJT <input type="checkbox"/> Third OJT										
Time of OJT (For AVSEC):											
Location (s) of OJT:											
Section II: Scope of OJT Task											
Task (s) performed as during the OJT											
Section III: OJT Trainer Evaluation											
Basic Background and Knowledge of the Task (s)											
<ul style="list-style-type: none"> Identify laws and regulations associated with the task; 	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10		
<ul style="list-style-type: none"> Define key terms and conditions to accomplish the task; 	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10		
<ul style="list-style-type: none"> Describe how the outcome of the task is documented; 	<table border="1" style="width: 100%; text-align: center;"> <tr> <td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td> </tr> </table>	1	2	3	4	5	6	7	8	9	10
1	2	3	4	5	6	7	8	9	10		

How the Task (s) were performed	
• How appropriate materials are used to accomplish the task;	1 2 3 4 5 6 7 8 9 10
• Interactions among other CAAT personnel required to accomplish the task;	1 2 3 4 5 6 7 8 9 10
• Coordination with operator required to accomplish the task;	1 2 3 4 5 6 7 8 9 10
• Knowledge to complete the task proficiently;	1 2 3 4 5 6 7 8 9 10
• Complete steps in the proper order;	1 2 3 4 5 6 7 8 9 10
• Complete all steps necessary to accurately complete the task;	1 2 3 4 5 6 7 8 9 10
• Perform the task in a timely manner without undue hesitation.	1 2 3 4 5 6 7 8 9 10

If the overall points are less than 50, extra OJT for the same task is required.

Remarks to Trainee
_____ (.....) (Signature of OJT Trainer) Date (Date of Evaluation)

2. OJT ASSESSMENT FORM

		<h3>OJT Assessment Form</h3> <p>(To be completed at the completion of the required number of OJTs)</p>	
Section 1			
Name:		Department:	
Type of Inspector: <input type="checkbox"/> ASI <input type="checkbox"/> PEL - <input type="checkbox"/> OPS - <input type="checkbox"/> AIR - <input type="checkbox"/> ANS - <input type="checkbox"/> AGA - <input type="checkbox"/> AVSEC		<input type="checkbox"/> Assessment <input type="checkbox"/> Reassessment	
OJT Assessor:			
Basic Background and Knowledge of the Task (s)			
<ul style="list-style-type: none"> • Identify appropriate materials associated with the task; • Define key terms and definitions associated with the task; • Describe how the task is documented; • Explain the Task Outcome (s). 		Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/>	
How the Task (s) were performed			
<ul style="list-style-type: none"> • The sequences of steps to accomplish the task; • How appropriate materials are used to accomplish the task; • Interactions among other the CAA personnel required to accomplish the task; • Coordination with operator required to accomplish the task; • Knowledge to complete the task proficiently; • Complete all steps necessary to accurately complete the task; • Complete steps in the proper order (as applicable); • Perform the task without assistance; • Perform the task in a timely manner without undue hesitation. 		Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/> Acceptable <input type="checkbox"/> Unacceptable <input type="checkbox"/>	

Section 2				
This evaluation is to ensure that inspector has a good understanding and knowledge to perform the following activities:				
Evaluated Items	Grades			
	0	2	4	5
1. Impartiality and objectivity in carrying out his tasks;				
2. Behavior skills <input type="checkbox"/> Initiative <input type="checkbox"/> Tact <input type="checkbox"/> Openness <input type="checkbox"/> Patience <input type="checkbox"/> Flexibility <input type="checkbox"/> Leadership				
3. Ability to apply relevant laws and regulations and CAAT procedures, and to analyse and determine the compliance				
4. Communication skills <input type="checkbox"/> Efficiently interact with auditees and team <input type="checkbox"/> Convey clear messages <input type="checkbox"/> Participate or lead the team <input type="checkbox"/> Lead opening and closing meeting				
5. Decision making skills (Judgment)				
6. Time and priorities managements skills				
7. Drafting report and reporting skills				

Grades should state:	
0	Trainee does not have the capability to perform the task and needs additional OJT
2	Trainee is capable of performing the task with supervision
4	Trainee can satisfactorily to perform the task with supervision
5	Trainee is highly capable to perform the task without supervision

Section 3	
<p>Overall Evaluation</p> <p><input type="checkbox"/> satisfactory / recommend the appointment</p> <p><input type="checkbox"/> unsatisfactory / require further OJT and reassessment</p> <p>Actions required for further improvement.</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Limitations (if applicable identify job tasks)</p> <p>_____</p> <p>_____</p> <p>_____</p>	
Section 4	
Other Remarks	
<p>Assessor</p> <p>_____</p> <p>(.....)</p> <p>(Signature of OJT Assessor)</p> <p>Date/...../.....</p> <p>(Date of Evaluation)</p>	<p>OJT Trainee</p> <p>_____</p> <p>(.....)</p> <p>(Signature of OJT Trainee)</p> <p>Date/...../.....</p> <p>(Date of Acknowledgment of the Evaluation)</p>