



CIVIL AVIATION AUTHORITY
STAFF POLICIES AND PROCEDURES MANUAL

AUGUST 2016

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INTRODUCTION

This policy manual is designed to provide accurate and timely information on the Turks & Caicos Islands Civil Aviation Authority (TCI CAA) policies relating to employees and their relationship with the TCI Civil Aviation Authority. Information is presented in the following categories:

- Section 1: An overview of the Turks and Caicos Islands Civil Aviation Authority, its mission and vision
- Section 2: Employment Conditions
- Section 3: Training Management
- Section 4: Annual and special Leave Entitlement
- Section 5: Benefits
- Section 6: Financial Controls
- Section 7: Code of Conduct and Work Ethics
- Section 8: Uniforms

This manual contains a set of basic performance expectations for management and staff. Management can create unit-specific expectations based on operational needs and these should be communicated to employees. All employees are expected to perform at a high level consistent with their job responsibilities.

The policies and benefit plans referred to in this policy manual are intended to be ongoing, however, the Authority reserves the right to amend, modify or terminate these plans at any time

Declaration by Managing Director

DECLARATION BY MANAGING DIRECTOR

This manual defines the organization its Policies and Procedures mirrored by the Quality Management System upon which the Turks and Caicos Islands Civil Aviation Authority Board's approval operates.

The Organization's activities are undertaken in Compliance with the legislative requirements of the Turks and Caicos Islands Civil Aviation Authority, and conducted under the approval of the Managing Director, Turks and Caicos Islands Civil Aviation Authority.

The Managing Director is responsible for the day-to-day management and administration of the Authority, to the extent of the Authority delegated to him by the Board, including the overall safety of Civil Aviation in the Islands.

It is accepted that the procedures of the Civil Aviation Authority activities do not supercede the need to comply with the directions from the Board. The requirements of the Air Navigation (Overseas Territories) Order 2013, the OTARs and other requirements published from time to time.

**Signed: Thomas A. Swann
Managing Director**

Dated: ...10 April 2017.....

**For and on behalf of the
Turks and Caicos Islands Civil Aviation Authority
Civil Aviation Authority Headquarters
Hibiscus Square, Grand Turk
Turks and Caicos Islands**

Authorization

This document is accepted and approved by the Turks and Caicos Islands Civil Aviation Authority. Only changes to those items listed below require prior application to and acceptance by the Board. Once the proposal(s) are accepted, they then can be incorporated into the appropriate parts of the relevant manuals.

- (1) The Managing Director
- (2) Permanent employees in the organization
- (3) Financial Controls

Board approval is indicated by the signature of the Chairman. All other pages and changes are approved by the TCI Civil Aviation Authority.

Release of this document is authorized by the TCI Civil Aviation Authority:

Name: Thomas A. Swann

Title: Managing Director

Signature: 

Date: *10th April, 2017*

Chairman Acceptance

Name: Mr. Ervin J. Saunders

Title: Chairman

Signature: 

Date: *10th April 2017*

Section 1 - Organization and Functions

1.1 Mission, Values and Guiding Principles

1.1.1 Mission

The mission of the Turks & Caicos Islands Civil Aviation Authority is to ensure the highest standard of safety in the Civil Aviation industry throughout the Turks & Caicos Islands.

1.1.2 Values and Guiding Principles

Sustainability will be achieved through the Guiding Principles to:

- Ensure the long-term consequences of any actions/recommendations have been given due consideration, are consulted on and the process documented.
- Ensure, through analysis of local issues and setting of realistic timescales for actions/recommendations, that all solutions are practical.
- Ensure the provision of sufficient resources in the TCICAA, in order to achieve sustainability of the regulatory function, whilst providing value for money

Competence will be achieved through the Guiding Principles by:

- Fostering the continuous development and improvement in all activity through a learning environment
- Operating in a competent and professional manner in the interest of safety of civil aviation
- Encouraging staff understanding of the implications of their actions

Inclusivity will be achieved through the Guiding Principles by:

- Promoting effective two-way communication, both internally and externally
- Promoting the development and enhancement of local capacity within the TCICAA
- Ensuring processes are in place to enable consultation on policy and procedures at all levels

Determination will be achieved through the Guiding Principles by:

- Setting clear, measurable and achievable objectives, aimed at the promotion of aviation safety in its widest sense, for both the organization and its staff
- Providing the fullest support to staff
- Recognizing successes and achievements on an individual and team basis within the TCICAA

1.2 Organization

The Government's role in Civil Aviation activities throughout the Turks and Caicos Islands is exercised through the Turks and Caicos Islands Civil Aviation Authority. The TCICAA is a corporate body, having perpetual succession and a common seal with the power to regulate and to provide oversight of the civil aviation industry. The responsibility for CAA in the Turks and Caicos Islands is shared between the Minister responsible for Aviation, and the five (5) Board Members appointed tri-annually by the Minister responsible for Aviation.

1.3 Functions and Activities

The functions of the TCICAA are;

- Conferred on the Governor and/or under the Air Navigation (Overseas Territories) Order or other regulations of a similar nature made under any United Kingdom Act with respect to the regulation of Civil Aviation in the Turks and Caicos Islands. This includes the registration of aircraft, the certification of operators of aircraft and the licensing of air crews, the licensing of air transport services, the certification and licensing of airports
- With the consent of the Governor, to provide and control air navigation services
- To enforce the Ordinance, and all the Ordinances of the United Kingdom relating to Civil Aviation and having application in the Islands, other than Laws relating to the investigation of accidents
- To ensure that Civil Aviation in the Turks and Caicos Islands conforms to the standards and recommended practices of the ICAO
- To inspect aircraft for the purpose of checking and enforcing compliance with the Ordinance
- To inspect airports, including airport safety management systems practices for the purpose of checking and enforcing compliance with the Ordinance
- To inspect air transport operators' facilities, air traffic control facilities, air navigation aids, and aircraft maintenance facilities, for the purpose of checking and enforcing compliance with the Ordinances
- Such functions as are for the time being conferred on it by virtue of this Ordinance or any other law or any regulations respectively made there under

Nothing in this Ordinance relating to the TCICAA shall be constructed as derogating from any power exercisable by virtue of this or any other law to make regulations conferring any further function on the TCICAA.

The Authority has power to carry on any activity, which appears to be requisite, advantageous or convenient for or in connection with the charge of its functions.

1.4 Finance & Administration

The primary role of this section is to ensure that the TCICAA is maintained on a sound financial footing and to provide essential human resources, statistics and other essential administrative functions. Its specific duties comprise of the:

- Implementation of the management and accounting policies and procedures as sanctioned by the Board
- Purchasing of all supplies for the Authority including office supplies, services and equipment
- Managing of invoicing and expenditure activities to ensure sufficient cash flow to meet outgoings
- Overseeing of expenditure, general accounting procedures and maintenance related to filing and Accounting systems
- Collating of operational and financial statistics
- Supervising of clerical and administrative staff ensuring timely invoicing of customers and preparation of payments to suppliers
- Monitoring of all department expenditure to ensure budgetary compliance
- Preparation of management reports of income and expenditure of all sections

Section 2 - Employment Conditions

2.1 HR Policy

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at the Turks and Caicos Islands Civil Aviation Authority will be based on merits, qualifications and abilities. The Authority does not discriminate in employment opportunities or practices based on race, nationality, colour, religion, sex or disability.

The Authority will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship to the Authority or the individual involved. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training.

2.2 Confidentiality

The protection of confidential information is important to the Authority. Such confidential information includes, but is not limited to, the following examples:

- Compensation data
- Financial information
- Pending decisions
- Performance Appraisal discussions and records
- Employee/Payroll records
- Conversations between any persons associated with the organization
- Disciplinary Procedures

All employees are required to sign a "Declaration of Confidentiality", as a condition of employment.

Employees who improperly use or disclose confidential information will be subject to disciplinary action which may result in termination of employment and legal action, whether or not they benefit from the disclosed information.

2.3 Staffing and Recruitment

The MD is ultimately responsible for determining vacancies and man power needs within the Authority. In practice, this will be progressed through a recruitment needs analysis (RNA). The Office Administration Department will assume responsibility for affecting the recruitment function and will ensure that the TCICAA is staffed with suitable qualified, experienced and capable personnel, and that the conditions of employment are in accordance with approved policies.

When a post becomes vacant, it may be filled by transfer or promotion of an employee with the requisite qualifications and competency within the Authority or by outside recruitment. Internal applications would be considered from existing staff before recruitment from the outside takes place.

2.3.1 Appointments

Appointments may be on, contract, permanent or temporary basis. Once selected each new employee shall receive a letter of appointment confirming his/her employment with the Authority. The letter of appointment shall welcome the new member to the Authority, shall cite the main terms of his/her employment contract and notify him/her that the TCICAA Staff Policies and Procedures Manual sets out the policies and procedures covering all employees. The appointment letter must stipulate that the appointee should be aware that his/her appointment with the Authority shall be conditional upon the satisfactory completion of the six month probationary period. All letters of appointment must also include:

- Length of the term of employment
- Length of probationary period, where appropriate
- Duties and responsibilities of the position
- Standards of performances expected
- Salary, benefits and entitlements
- Confidentiality and affirmation clauses

The Board of Directors will make all permanent and contract appointment to the Turks and Caicos Civil Aviation Authority.

2.3.2 Permanent

Appointments not on contract are subject to six (6) months probation.

2.3.3 Temporary

Every temporary appointment shall be on a weekly or monthly basis. When an employee has a temporary status, his/her appointment may be terminated at a week's notice or month's notice as appropriate.

2.3.4 Contracts

Appointments are by formal agreement for a specified period, the normal term being two years and maybe extended. Either party with three month's notice terminates the contract, unless the terms of the contract specifies otherwise.

2.4 Contractors and Consultants

Organizations today are facing increasing pressure to reduce costs and improve financial and operational performance. New requirements, globalisation, increases in contract volumes and complexity have resulted in an increasing recognition of the importance and benefits of effective and efficient contract management. The growing recognition of the need to automate and improve contractual processes and satisfy increasing compliance and analytical needs has also led to an increase in the adoption of more formal and structured contract management policy and procedures. It is worthwhile noting that contract management is successful if:

- the arrangements for service delivery continue to be satisfactory to both parties
- the expected business benefits and value for money are being realized the Consultant/Contractor/Service Provider is co-operative and responsive
- all parties understand their obligations under the contract
- there are no disputes or surprises
- a professional and objective discussion over changes and issues arising can be had
- efficiencies are being realized

2.4.1 Scope and Applicability of Policy

The scope of this policy is to ensure the effective management of the Contract life cycle. The Contract life cycle is the process of systematically and efficiently managing contract creation, execution and analysis for maximising operational and financial performance and minimising risk. Successful contract management is most effective if upstream and downstream activities are properly carried out, i.e. pre and post-award activities. This policy is applicable to:

- TCICAA Contract Manager/Contract Administrator
- TCICAA Finance and Procurement Staff
- Contractors/Consultants and Service Providers

2.4.2 Policy Statement

The TCICAA is committed to ensuring all activities associated with contract management from the establishment of the business case and the confirmation of need, through contract administration and relationship management to the review of contract performance. The activities themselves are divided into two distinct but interdependent phases, upstream and downstream of the award of the contract.

This policy is generic in that its principles are intended to be applicable to all contracts from a simple order, through framework contracts to complex service contracts and it should be seen as equally applicable to all contracts entered into by TCICAA and any other party.

2.5 References and Background Checks

The TCICAA reserves the right to obtain references and carry out background checks on “short listed” candidates before interviews are undertaken for prospective employees. Prospective employees are required to provide the TCICAA with certified copies of evidence of qualifications and a certificate of good character from the local law enforcement authorities as part of the pre-employment requirements.

2.6 Employment Orientation

The TCICAA believes that proper employee orientation will benefit both employee and employer. Orientation programmes for new employees shall be implemented either on a singular or a collective basis.

Orientation is a formal process that is designed to make new employees feel comfortably informed about the TCICAA, and prepared for their new position. New employee orientation is coordinated by the Office Administrator/Training Coordinator on behalf of the receiving department. The programme includes among other things an overview of the TCICAA history, explanations of its core mission, values and guiding principles as well as its goals and objectives.

2.7 Requirements

To be eligible for appointment, the candidate must: -

- Possess the minimum qualifications, and/or experience, special abilities or attributes specified within the Job Description for the post which he/she is seeking to fill
- Provide the names of three (3) references, one of which must be a previous employer
- Be in good health, (*the Authority reserves the right to require a candidate to undergo medical examination*)
- Be willing to undergo testing to determine their suitability for the positions afforded him/her
- Be eighteen (18) years or older
- Tender a signed acceptance of the appointment letter before the appointment becomes effective

2.8 Probation

All appointments other than those on contracts or on temporary terms are subject to a six (6) month probationary period, during which time the employee is on a trial basis whilst being assessed for job suitability. During this period, the employee should be given all necessary orientation, instructions and facilities for acquiring competence. He/she should be under continuous observation and should not be posted where such supervision is not possible. It is the responsibility of the Office Administrator to ensure that there are effective training programmes for staff on probation through close liaison with the Training Co-ordinator.

At the end of the probationary period, the Office Administrator must gather information and data from the employee's line manager. Using the information provided, the Office Administrator shall complete an evaluation report highlighting the performance and conduct of the employee and submit to the Managing

Director alongside any appropriate recommendation for the confirmation, dismissal or extension of the probationary period. The Office Administrator must ensure that the appointee is aware that his/her appointment with the Authority shall be conditional upon his/her successful completion of a probationary period of employment.

An officer who is appointed after a break in service may, but not necessarily, be required to undergo a period of probation. On confirmation, the employee will become a permanent member of staff with all the rights, privileges and constraints to the other employees.

2.9 Rehiring

The TCICAA may at its discretion, re-employ workers who possess the skill and experience necessary for any available position. However, under no circumstances will a former employee who has been dismissed for cause(s) detrimental to the TCICAA be rehired.

2.10 Salaries, Remuneration and Salary Advances

Salaries for permanent employees are paid by deposit to the employee's bank account. Staff salary payments are made the 25th day of each month, and should that date fall on a weekend, payments should be paid one day prior. In the month of December, salaries are normally paid early to facilitate the Christmas holidays

2.10.1 Increments

Increments will apply where a staff has not yet reached the top of his or her salary scale, and will be based on achievement of a predetermined score, which will be assessed during the annual Performance Appraisal.

2.10.2 Salary Advances

An employee may, subject to the approval of the Managing Director, receive an advance of one month's salary repayable by deduction from salary over a three month period. Such advances will be given for urgent personal reasons such as medical expenses for the employee or a close relative or for burial costs for immediate family members or such other emergency, where the employee could not reasonably have been expected to make prior provision for the expenditure.

Advances of salary cannot be considered while previous advances are still unpaid.

2.10.3 Christmas Advance

An employee may, subject to the approval of the Managing Director, receive a Christmas advance base on their salary scale and repayable by deduction from their salary over an eight-month period or twelve weeks' period as it relates to monthly and weekly wages respectively.

2.10.4 Vacation Advance

A staff member will be eligible for a vacation advance when his or her vacation falls within or overlaps with the date of payment of monthly or weekly salaries. The staff member if he or she desires may request a salary advance when submitting their vacation request form at least one week before the commencement of their vacation.

2.11 Overtime

There may be times when, in the opinion of the Supervisor or Head of Department, it is necessary to call on staff to work overtime. In such cases overtime shall be paid by the hour at one and a half times the individual's hourly rate of pay on weekdays and Saturdays. Overtime worked on Sundays and Public Holidays will be paid at twice (2x) the individual's hourly rate of pay.

All overtime must be approved in advance by the Managing Director or by the Deputy Managing Director in the absence of the Managing Director. All managerial and supervisory staff will not be entitled to overtime.

2.12 Promotion

In considering employees for promotion, merit and ability shall be taken into account, as well as performance, experience and qualifications. Staff should be made aware that promotion is not solely based upon competency performance of duties in the present post held, but also upon recognition of the potential to meet the requirements of the higher office satisfactorily.

2.13 Performance Appraisal Objectives

The Objectives of the Performance Appraisal System are to:

- Achieve optimum utilization of human resources towards achievements of the TCICAA aims and objectives
- Reinforce job objectives in alignment with corporate plans
- Review and agree targets and standards
- Assess and appraise employee's performance
- Provide feedback to employees on work performance
- Motivate employees to enhance performance
- Providing information for training and development, promotion and rewards

2.13.1 Performance Evaluation During Probationary Period

The progress of each individual will be monitored on an ongoing basis. A formal evaluation on the prescribed form (Appendix II) should be prepared six (6) weeks before the employee completes the probationary period and annually thereafter.

The reporting officer will be the employee's most immediate supervisor. An evaluation interview should take place to review the progress and performance of the employee, including strong points as well as any deficiencies. This process shall assist in the development of an adequate future training and development programme for the employee.

2.14 Personnel Files

Employee's personnel files must contain the following:

Job application, resume, the appropriate Job Description, records of participation in training events, salary history, records of commendation, records of disciplinary action, documents relating to the individual's performance reviews and other document/correspondence relating to the individual's employment with the Authority.

Personnel Files are the property of the Authority and access to the information contained therein is restricted. Management personnel may request an individual's personnel file for the following reasons:

- Performance Review
- Disciplinary action
- Promotions
- Any other reason approved by the Board

Any employee who wishes to have access to their personnel file should contact their immediate supervisor, Head of Department or the Office Administrator. The individual may only be allowed to review their personnel file within the confines of Deputy Managing Director's and/or the Managing Director's Personal Secretary's office in the presence of the employee's immediate supervisor or Line Manager. For the avoidance of doubt, no photocopies of any documents held on personnel files shall be permitted, unless by order of the Court or a Labour Tribunal.

2.15 Personal Data Changes

It is the responsibility of each employee to promptly notify the Office Administrator of any changes in personal data and information such as: -

- Mailing address
- Telephone numbers
- Name and number of dependents
- Next of kin (*individuals to be contacted in the event of an emergency*)

The employee's personal data and information should be accurate at all times.

2.16 Required Employee Conduct

Staff members should always strive to conduct themselves in a manner which promotes a good image of the TCICAA. Under normal working conditions, employees who have a job-related problem(s), questions or complaints, should first discuss it with their immediate supervisor or line manager.

2.17 Disciplinary Procedures

It is the duty of every supervisor and or line manager to advise an employee of any deficiency in their conduct as soon as it is observed.

Isolated cases such as absenteeism, tardiness, non-compliance with company operating procedures, failure to meet deadlines, etc., should be dealt with verbally. Failing improvement, the employee should be formally reprimanded in writing. Copies of written reprimands must be sent to the Office Administrator to be placed on the employee's personnel file. The employee should be made aware of any adverse comments on their personnel file.

Serious breaches of discipline, including theft, improper conduct, persistent poor performance, being under the influence of addictive substances such as alcohol, solvents and drugs whilst on duty, or any other serious misconduct, must be immediately reported to the employee's line manager and the Managing Director.

Appropriate action shall be determined by the Managing Director and a Board Member which may result in a disciplinary hearing and could lead to dismissal.

It is the policy of the TCICAA to take disciplinary actions under the following conditions;

- Only in cases where good reason (s) and clear evidence exists
- Be fair and consistent with previous actions in similar circumstances
- Be appropriate to the nature of the offense that has been committed
- Only take place when employees are cognizant of the disciplinary code
- Allow employees the right of appeal against disciplinary actions

The severity of the disciplinary action taken will depend on the offence and may involve the following: -

- Extension of a probationary period of an unconfirmed employee
- Imposition of a specified probationary period of a confirmed employee
- Deferral or withholding of an increment
- Reduction in status or transfer
- Suspension without pay
- Dismissal

2.17.1 Representations and Appeals

An employee may feel grieved about conditions of service, salary, penalties and disciplines imposed upon them. The matter must first be discussed between the immediate Supervisor and or line manager and the employee. If the outcome of the discussion is not satisfactory to the employee the matter must then be referred to the Managing Director who will, on consultation with the Office Administrator, discuss the matter with the employee. If the MD's ruling is rejected the employee has the right to appeal and the matter will then be escalated to a Grievance Committee, made up of one (1) member of the Board of Directors and one representative of the employee's choice and one representative from management, any member designated by the Chairman.

All cases of appeal referred to the Grievance Committee must be submitted in writing, and copied to the Office Administrator. Every effort will be made to deal with grievances and appeals in a fair and expeditious manner.

All rulings handed down by the Grievance Committee shall be final except in the case of dismissal, where individuals are at liberty to refer their cases(s) to the Labour Tribunal.

2.17.2 Terminations

The Board reserves the right to terminate an employee for breach of contract, unsatisfactory performance, or serious disciplinary offenses as described in section 2.17 of this document.

While the Board makes every effort to avoid termination for reasons other than those described above, circumstances may arise such as drastic economic conditions, technology or organizational needs, or a job ceasing to exist, when a reduction of staff is necessary. If at all possible, the affected employee will be granted an alternative placement along with necessary training. Where layoffs are necessary, the appropriate notice or payment in lieu of notice will be given.

An employee who is not a participant in the Pension Plan or who has been a participant for less than ten (10) years and who resigns voluntarily after completion of ten (10) years of service may be granted a gratuity of 4% of his or her base salary, in respect of each year of satisfactory service, on the final salary. An employee who has not resigned voluntarily after ten years of services may be eligible for gratuity.

When and if the Pension Plan takes effect, employees in the Pension Plan with ten (10) or more year of service, will receive termination benefits from the Pension Plan.

On leaving the service of the Authority, whether by retirement, resignation or otherwise, all employees shall repay all amounts owing to the Authority, and shall hand-over all records, keys, passes, identification, badges, uniforms, or any other property of the Authority in their possession.

2.17.3 References for Terminated Employees

The Board, through the Office Administrator, provides letters of reference and answers queries on former employees. Under no circumstances should references be provided for terminated staff members through other personnel, without first notifying the Managing Director and verifying the content.

2.18 Notice of Resignation

Staff members on fixed contracts shall be subjected to the terms of their contract with the Authority, and be required to submit to the Authority three (3) months written notice of their intended date of resignation, provided that this provision shall not be taken to prevent either party waiving their right to entitlement to notice or to accepting payment in lieu of service.

Other staff members who have been continuously employed by the Authority for one or more years shall:

- Be required to give not less than two weeks notice of intended date of resignation, if his/her period of continuous employment is less than one year.
- Be required to give not less than one month's notice of the intended date of resignation, if his/her continuous employment is more than one year, but less than three years.
- Be required to give not less than six weeks' notice of intended date of resignation if his/her period of continuous employment is more than three years.

Subject to the foregoing, the notice required to be given by the Authority for termination shall not be less than that required by the employee.

All staff members shall be required to continue performing their duties during the notice for resignation period, except when the resignation becomes effective upon the completion of maternity leave, special or sick leave.

Any staff member may, instead of giving due notice, resign their appointment at any time after paying to the Authority one month's salary in lieu of notice.

The Authority reserves the right to refuse to accept notice of resignation if it is conditional or if disciplinary proceedings against the staff member are contemplated or pending.

2.19 Retirement

The mandatory age of retirement should be sixty-five years (65) years for all employees. However, the Board reserves the right to extend the employment of

a staff beyond sixty-five years. On a year to year basis or any shorter interval as it may determine.

2.20 Staff Relations

Every effort will be made to maintain a good working relationship between the organization and its employees, both at a social, individual, group and professional level.

2.20.1 Suggestion Scheme

All employees are encouraged to submit suggestions through their supervisors for improving the efficiency and effectiveness of the organization.

2.21 National Insurance Contributions

Each employee is obliged, by regulation, to contribute 3.4 per cent of his/her salary to the National Insurance Scheme. To this end, the Authority's Accountant will make the necessary deductions from the employees' salaries for direct payment to the NIB.

2.22 National Health Insurance Plan

Each employee is obliged, by regulation, to contribute 3 per cent of his/her salary to the National Health Insurance Scheme. To this end, the Authority's Accountant will make the necessary deductions from the employees' salaries for direct payment to the NHIP.

SECTION 3 - TRAINING MANAGEMENT

3.1 Training Policy

Rationale:

The Turks and Caicos Islands Civil Aviation Authority (TCICAA) was established under the Civil Aviation Authority Ordinance of 2005, as a statutory body. The TCICAA primary objective is to provide a robust system of civil aviation safety regulations in the Turks & Caicos Islands, with its main function being to ensure that the Turks and Caicos Islands Civil Aviation conforms to the standards and recommended practices of ICAO. An important contribution to the successful operation of the civil aviation authority staff is to maintain high standards of technical and operational competence. Training plays an important role in this objective. Consequently, the Board of the Turks and Caicos Civil Aviation Authority has allocated appropriate funds to this activity.

The TCICAA believes that training of its technical employees will enable them to improve/maintain their competency which will result in an asset to the organization, employee personal development and to the Turks and Caicos Islands.

TCICAA has developed this training policy to ensure that it supports its staff in achieving and maintaining competency levels as prescribed by local, regional and International Aviation Authorities.

The TCICAA is committed to the implementation of and regulation to OTARs.

The implementation of OTARs requires the coordination of personnel within the TCICAA, the development of roles responsibilities, training and resource management.

A transition plan has been developed and is identified as a flow chart in this procedure. See appendix III.VI

A feature of this transition plan is the identification of training elements that will be utilized in recording a competence profile for the incumbent Inspector.

The training coordinator should ensure that training elements are recorded along with competency profiles in line with the TCICAA competency/training manual. See Appendix. III.VII

The Director shall monitor and report on the progress of the transition plan.

An objective of this transition plan is to restore full designation to the TCICAA and develop continuing training and competency profiles, procedures and systems to ensure that the airworthiness designation remains the responsibility of the TCICAA.

Purpose:

The Purpose of this policy is to provide guidelines in the management and administration of training opportunities for TCICAA staff. The starting point for any such training shall be the TCICAA Regulatory Competency Profiles. This

profile will provide the basis on which performance is assessed and training needs identified and implemented.

3.2 Training Policy Statement

General:

The inputs to the Training Plan are reviewed and assessed by the Training Coordinator/Training Manager.

The following two forms of training will be utilized:

- a) In-House Cross Training- which includes on-the-job-training (OJT).
- b) External Training-utilizing appropriate Local and Overseas training institutions.

Requests for training are to be prioritized according to the four levels outlined; this will ensure cost effectiveness that the goals and objectives of TCICAA are met.

1. The Turks and Caicos Islands Civil Aviation Authority is committed to ensuring that its entire staff is appropriately trained to ensure that they meet the regulatory competencies as defined for their role and to fulfill any additional training needs that are identified. The main means of identifying training needs is via performance management process and staff training records will be maintained for all training activities.
2. All new staff joining the TCICAA will have formal induction training. Part of this induction includes a training needs analysis to identify gaps in competency.
3. Contracted staff will be considered for training up to level 3 if necessary, and their induction into TCICAA will be to a level that is commensurate with the terms of reference of the contract.
4. All training organized by TCICAA for its staff will be evaluated to gauge its effectiveness and to assess that the training objectives have been met.

Level 1 **The training is essential to permit the individual to undertake significant element (s) of their role. Lack of this training is having a significant negative effect on the ability of the individual to achieve satisfactory performance in their role. The training should be arranged as soon as practicable.**

Level 2 **The training is either important (but not essential) in enabling the individual to improve performance in several elements of their role, or a single element of**

their role. It should be arranged when possible, taking into account workload and budgetary constraints.

Level 3 **The training will assist the individual in improving performance within their role, but they are capable of doing their job without it. The training will improve the breadth of knowledge of the individual and their overall value to the company. The training should be arranged, if possible within 2-3 years, but recognizing the company's priority of the delivery of level 1 and 2 training.**

Level 4 **The training is not directly relevant to the individual's role, though it's within the responsibility of the company. This training is viewed as desirable, but will only be considered once all higher-priority training is arranged.**

Compulsory Training Sessions

All new staff/recruits must complete an induction programme on assumption of duties with TCICAA.

3.2.1 Regulatory Competencies

TCICAA has adopted the set of regulatory competencies which Air Safety Support International (ASSI) has developed for use by the Overseas Territories Aviation Authorities (OTAA's). These competencies provide a framework to define training needs for technical staff. Detailed information on these competencies is held on the ASSI web-site at <http://www.airsafety.aero/about/competencies/>. These competencies are designed to sit above the technical competence with which the post holder enters his or her role - they enable the technical staff to fulfill their regulatory role.

Each technical role has a competency profile showing the relevant competencies for the tasks performed. These competency profiles are used for the training plans and assist in defining the training objectives for staff.

3.2.2 Training Plans and Procedure for Staff Training

Training requirements for technical staff are discussed as part of the job performance appraisal process. During this process, the Line Manager and staff member should consider any initial, specialized, and recurrent training needs. Training should not be restricted to the regulatory competencies alone, but should also cover wider requirements such as soft skills. Training objectives should be identified at this stage.

The training coordinator will liaise with the individual technical staff to establish the most appropriate way of meeting the training objective. Formal courses maybe considered as well as other means such as On the Job Training (OJT), mentoring etc.

Training needs for all staff are collated into a master training plan and prioritized by the training coordinator with the Managing Director TCICAA as per the training policy.

The training coordinator will produce a personal development plan for each technical staff member showing objectives and training to be completed. A sample template is attached in **Form III.I**.

Bookings for training courses will be organized by the Office Administrator as well as any travel requirements.

On completion of the training, staff is required to evaluate the quality and effectiveness of the training undertaken as shown in the section on evaluation.

Should there be any additional training requirements arising during the year, they should be discussed with the Managing Director and the training coordinator. Once agreed, the training will be added to the staff member's personal development plan.

3.2.3 Induction for new Technical Staff

All new technical staff will follow a formal induction programme. The purpose of the programme is to familiarize new staff with their working environment to enable them to undertake their role in an efficient manner.

The induction programme should be completed within a month of joining, and be signed off by the employee and line manager.

A checklist for the induction programme is in **Form III.II**

3.2.4 Training for Non- Technical Staff

Training requirements are discussed as part of the Job Performance Appraisal process. The Training Manager is responsible for organizing training for all non-technical staff, and for maintaining their training records.

3.2.5 Training Evaluation

All training undertaken must be evaluated to ensure that it has been effective, and that the training objective has been met.

Immediately upon completion of training, staff members will be requested by the training coordinator to complete an evaluation form. The purpose of this is to access the quality of training received and its appropriateness. This form is called TCICAA participant feedback form, a sample of which is held in **Form III.III**. The completed form should be returned to the training coordinator and placed on the individual's training file.

In order to be able to evaluate the effectiveness of the training, staff members should meet with their managers approximately three months after the training to discuss how they have applied the training they received. This review should be documented on the TCICAA post course discussion form, a sample of which is found at **Form III.IV**. The completed form should be returned to the training coordinator and placed on the individual's training file.

3.2.6 Training Records

Training records will be maintained by the training coordinator for all technical staff. It is important that all different types of training are recorded including OJT, Online training, formal training etc. A sample training record is attached at **Form III.V**.

3.2.7 Allowances and Travel Arrangements

Please refer to 6.4 and 6.5 in the Finance Section 6.

3.2.8 Training Forms

Forms	Name of Form	Version No
Form III.I	Sample Personal Development Plan	Version
Form III.II	Induction Checklist	Version
Form III.III	Participant Feedback Form	Version
Form III.IV	Post Course Discussion Form	Version
Form III.V	Sample Training Record	Version
Appendix III.VI	Transition Action Plan Flow Chart	Version 1.0
Appendix III.VII	Airworthiness Competency Profile	Version 1.0

3.3 Training Responsibilities

Responsibility for the planning, development and implementation of continuing personal and professional development training shall be four (4) fold

3.3.1 Board of Directors

The Board of Directors shall be responsible for policies and general administration and affairs of TCICAA, and to ensure that funds are being allocated for maintaining staff personal development and competency. The Board ensures continual commitment to the development of staff by ensuring that relevant policies and guidelines are in place and meet Regional and International Standards.

3.3.2 Managing Director Civil Aviation Authority

The Managing Director is responsible for the overall safety and security of civil aviation in the Turks & Caicos Islands; subsequently he ensures that sufficient funds are budgeted for staff training.

3.3.3 Training Coordinator

The Training Coordinator is responsible for the general oversight of training, subsequently to produce an annual training plan. Training shall be competency based and include Initial, specialized, recurrent and personal development, and group training.

The training coordinator will ensure that all staff complete Personal development plans and that annual assessments are linked to training needs.

The Training Coordinator will also be responsible for the development and maintenance of training database and recording system.

Ensures a mechanism is in place for monitoring and evaluation of all training initiatives.

3.3.4 TCICAA Staff

Staff is responsible for the effective implementation of their learning and development. They should work with their Manager to identify their Training Needs and for applying their learning to their work environment.

Section 4 - Annual and Special Leave Entitlement

4.1 General Requirement

- The granting of leave at any time is subject to the work requirements of each section and the necessity for maintaining sufficient employees to adequately carry out the work of the Authority. Leave must as far as possible be arranged so that the employment of extra cover staff is not necessary
- An employee should normally apply for vacation leave, one (1) month in advance. Where dates overlap, preference would be given on the basis of seniority, but where a senior officer is unable to give firm dates, they must forfeit this privilege
- An employee who absents himself from duty without approved leave or without an acceptable excuse in writing, or who fails to resume duty when due to do so, this will be regarded as absent without permission and without pay
- A staff member cannot engage in any gainful employment whilst on leave, without prior approval of the Board
- Leave is calculated in working days; a week's leave shall be a period of five working days. Public holidays that fall during the leave shall be added to the employee's leave entitlement
- Leave applications should be submitted on the appropriate forms (see Appendix III), for the Office Administrator to certify the employee's eligibility for the leave. The Managing Director must approve leave for all employees
- Vacation may be accumulated in respect of any period, not exceeding three (3) years. However, every employee must take vacation equal to at least half their entitlement. For example, an employee eligible for four (4) weeks leave per annum must take at least two (2) weeks leave every year
- If a confirmed employee leaves the Authority before completing one (1) year of continuous service, but having completed not less than thirty (30) days of continuous services, they shall be entitled to vacation pay at a rate of 4% of the salaries/income paid during this period of continuous services, provided that employee has not taken any leave during that period. Employees resigning after completion of a year's service are entitled to payment for accumulated leave
- Any leave granted under this policy empowered to grant leave may be cancelled if it is desirable that an officer should return to duty before the expiry of the leave granted provided that the unexpired portion of the leave may be taken on a subsequent occasion

- An officer seeking an extension of leave must in the absence of exceptional circumstances apply to their Section Head in sufficient time for a decision on the application to be taken and communicated back to them before the expiry of the leave granted
- If an officer on leave becomes sick whilst on leave, whether medically certified or not, this shall not be reason to extend any leave. If the officer remains sick after the expiry of the period of authorized leave, then this period shall be treated as sick leave under this policy. Sickness during a period of authorized leave shall count as part of that leave and not as sick leave under this policy
- No officer is eligible for annual leave in the first six months of service

4.2 Annual Vacation

The vacation leave entitlement for permanent full-time staff is as follows: -

- Auxiliary Staff -10 working days
- General staff - 30 working days
- Managers - 30 working days

4.3 Casual Leave

Casual leave is a device to enable an employee to be away from the office for one or two days.

Ten (10) days casual leave within a calendar year may be granted to all management and technical level.

Non-management and non-technical staff may be granted six (6) days casual leave per year, subject to the workload of the Authority at the time of application.

Casual leave is restricted to not more than two (2) consecutive days in a week.

Casual leave cannot be accumulated and any unused leave at the end of the year is forfeited. Casual leave cannot be combined with vacation or sick leave.

4.4 Sick Leave

To enable the Authority to reassign work, an employee who, by illness, is prevented from reporting for duty and who is not on leave, should advise their supervisor or line manager as early in the day as possible. The supervisor or line manager records the information and informs the Office Administrator promptly.

A medical certificate, if necessary, should be forwarded to the Office Administrator as soon as possible.

For all employees, a medical certificate of incapacity signed by a registered medical practitioner must be furnished for absences in excess of one (1) day and further medical certificates must be submitted when the period covered by the

preceding certificate ends.

Sick leave may be granted with full salary up to a maximum of two (2) weeks or ten (10) days per annum. Of the ten, (10 days entitlement, only (5) single days' absences (requiring no medical certificate) will be allowed. If the other five days are used, and no medical certificate is produced, the days will be deducted from the employee's vacation or casual leave entitlement.

Sick leave exceeding ten (10 working days and up to six (6) months can be granted on a forty percent (40%) pay, provided medical certificates are submitted. The remaining sixty percent (60%) will be paid by the National Insurance Board.

If any part of the vacation of a staff member is available it may be added to the two (2) weeks sick leave with full pay.

4.5 Maternity Leave

In order to qualify for a grant of maternity leave; a female employee must be employed continuously by the Authority for at least twelve (12) months, whether permanent or temporary. Will be entitled to fourteen weeks maternity leave, and the individual' monthly salary will be paid in conjunction with the National Insurance Board's Maternity Benefits payments.

Application for maternity leave must be submitted three (3) months prior to the expected date of confinement, to allow for any special arrangements such as staff replacement, reassignment and the likes, to be made. A medical certificate stating that the employee is pregnant and giving the expected date of confinement must accompany the application. Nothing herein shall preclude the Authority from allowing a female employee up to nine (9) months maternity leave in exceptional medical circumstances, if such exceptional medical circumstances are certified by an approved registered medical practitioner.

Employees must present a medical certificate declaring them fit for work before resuming duty. When an employee is declared not fit for work following delivery and confinement, and must be allowed additional time for recovery, such extended leave shall be treated as maternity or sick leave.

4.6 Leave for Hourly, Daily & Weekly Paid Staff

The leave eligibility for hourly, daily and weekly paid staff is as follows: -

4.7 Study Leave

Paid leave is granted when a course of study of direct relevance to the employee's work has been approved. The arrangement may be on a day release basis or for a specific time, not exceeding one (1) year. The conditions related to awards are enumerated in section 5 of this document.

4.8 Bereavement or Compassionate Leave

Appropriate leave (not more than three days) may be granted to an employee on the death of a dear relative, i.e. spouse, child, parent, brother, sister or a very close relative with whom the employee resides. Leave may also be granted in exceptional cases of serious illness to immediate family members, although the employee is usually expected to utilize his casual leave or vacation entitlement for this purpose. Such request should be sent to the Managing Director.

The purchase of wreaths as a sympathetic gesture during the bereavement of a staff member cannot be made except with the approval of the Chairman, Managing Director or Deputy Managing Director.

4.9 Unpaid Leave of Absence

Only under specific circumstances will special consideration be made for an unpaid leave of absence, this is authorized leave without pay. Each case submitted is considered on its individual merits.

4.10 Acting Appointment

Acting allowance is payable to any employee appointed to act in a higher position than his/her substantive post from the date the employee assumes the duties of higher appointment up to the date immediately prior to that on which he/she hands over duties of the office.

Acting allowance will be paid, provided the acting appointment continues for a minimum of 10 working days or 14 consecutive days and provided the employee undertakes the full responsibilities and duties of the higher office. In cases where the full range of duties is not undertaken, an acting allowance will not be paid unless the employee acting can show otherwise.

In the event of an employee being appointed to act in a higher position than his/her substantive post, he/she must be given an agenda of specific, measurable, attainable, realistic and timely (SMART) objectives and responsibilities that must be satisfactorily performed during the acting stint. All aspects of the employee's acting responsibilities must be discussed and agreed by both parties.

During the "acting" tenure the officer to whom that individual is reporting must carry out either weekly or monthly assessments of the individual's performance, based on the extent of the tenure. Based on these assessments, it will be determined whether or not the individual acting is suitable to continue acting in the post. All assessments must be documented. Nothing herein shall preclude the Authority from appointing another officer to assume the acting role if it so desires.

Remuneration for 'acting' appointments must be based on the individual's performance in the higher office, and any remuneration awarded must be: -

- No less than 5% of the individual's substantive salary, and

- No more than the difference between the individual's substantive salary and the minimum point of the substantive salary grade of the officer for whom he/she is acting.

No acting allowance will be rewarded if the SMART objectives are not satisfactorily met.

An appointment to act in a higher position should be accepted as an opportunity to demonstrate to management whether or not the individual is ready for, and capable of, accepting higher responsibility in the organization.

The formula for the calculation of acting allowance will be: - the difference between the minimum of incumbent's annual salary range and the acting individual's substantive annual salary over 365 times the number of acting calendar days, or 5% of the acting individual's substantive annual salary over 365 times the number of calendar days, whichever is greater, but shall not exceed the difference between the two officers' substantive annual salaries, pro rata.

Where the full range of duties is not undertaken, an acting allowance will not be appropriate, however, a responsibility allowance of one hundred and fifty dollars (\$200.00) will be paid instead.

4.11 Public Holidays

On national holidays, the offices will be closed, except for the essential services, which are expected to be operational whenever the situation demands it. The holidays, which are observed in the Turks and Caicos Islands, are as follows: -

New Year's Day	Emancipation Day
Common Wealth Day	National Youth Day
Good Friday	National Heritage Day
Easter Monday	National Day of Thanksgiving
National Heroes Day	Christmas Day
Her Majesty The Queen's Birthday	Boxing Day

Section 5 – Benefits

5.1 Medical Insurance

At present the Authority has a voluntary medical insurance coverage for its employees. The issue of group life is not critical, but owing to the nature of Civil Aviation activities, which requires staff members to travel on behalf of the Authority, it is imperative that staff members are covered by medical insurance, in order to avoid the Authority any long-term liability in the event of injuries while traveling on behalf of the Authority. Contribution is at the rate of 100% insurable wages, with the employer contributing 60%, and the employee contributing 40% of their wages.

5.2 Pensions

At present the Authority has no Pension Plan of its own. It is recommended that the Board establish an optional Pension Plan.

5.3 National Insurance

The primary purpose of National Insurance is to provide benefit payments and/or assistance by way of cash payments to contributors and/or their surviving dependents, which suffer loss of income through sickness, disablement or death.

The collection of contributions is therefore only the means by which all employed persons and self-employed persons are legally required to fund these benefit payments. Once a contributor has made a certain minimum number of contributions, he/she is entitled to one (1) or more of the scheme's nine (9) cash benefits.

5.3.1 Short Term Benefits

- Sickness
- Maternity
- Funeral

5.3.2 Long Term Benefits

- Retirement
- Invalidity
- Survivors

5.3.3 Employment Injury Benefits

- Injury
- Disablement
- Death

Contribution is at a rate of 8% of insurable wages, with the employer contributing 4.6%, and the employee contributing 3.4% of their wages.

Section 6 - Financial Control

6.1 Expenditure Control

The Authority is partly funded by the Turks and Caicos Islands Government. The budget to be allocated to the Authority is determined annually by the House of Assembly. The Permanent Secretary, who is the Chief Administrative Officer in the Ministry of Aviation, has the designated responsibility for ensuring that funds are disbursed to the Authority.

Expenditures should be made in conjunction with an approved budget plan. All managers and officers are required to submit to the Managing Director, a detailed plan, showing all proposed programmes and projects; these plans should include realistic budgets as well as supportive cost benefit analysis, showing the feasibility of the project. The plans are submitted to the Board for approval and then forward to the Minister responsible for Aviation. The Minister will review the plans in light of the overall objective of the Ministry, as well as budgetary constraints. If the Minister is in agreement with the plans, he will submit the budget to the House of Assembly, to secure approval.

6.1.1 Purchase Orders

Are to be signed or authorized by

- The Managing Director
- Deputy Managing Director
- Office Administrator
- Accountant

6.1.2 Accounts Payable

Pending payments will be processed on Wednesdays and Fridays.

6.2 Authorized Signatories and Limits of Expenditure

Before any expenditure is incurred, the Board must approve an annual budget.

6.2.1 Board resolution is required for: -

- Any change in salaries
- Any overseas travel
- Any expenditure in excess of \$2,500

6.2.2 Expenditure between \$1000 and \$2,500 must be authorized jointly by: -

- Any member of the Board
- Any one of either the Managing Director, Deputy Managing Director, in consultation with the Authority Accountant.

6.2.3 Expenditure up to \$1000 must be authorized by any one of the following: -

- The Chairman of the Board
- The Managing Director
- The Deputy Managing Director
- The Accountant

All such approvals must be obtained prior to the expenditure being incurred and witnessed by signatures on purchase requisitions or payment vouchers as appropriate. No officer of the Authority may approve his/her own expense reimbursement claims.

6.2.4 Cheque signatories: -

- The Chairman of the Board
- The Deputy Chairman
- The Director as maybe practical
- The Managing Director
- The Deputy Managing Director
- The Accountant

All cheques require two signatures, one of which must be the Chairman, Deputy Chairman, the Managing Director or the Accountant.

6.3 Hospitality Entertainment

Meals, beverage or other entertainment charges should normally only be extended where specific benefits are expected to accrue to the Authority.

Normally expenses arising through hospitality extended by one staff member to another or to Authority agents or consultants may not be claimed. However, if such expenses are to arise in a business context, which can be clearly justified, prior approval should be sought from the Managing Director, before the hospitality is extended. Claims incurred under these circumstances must be submitted with full details and receipts. Where either the information or reasons given are considered insufficient, payment will not be made or the employee concerned might be held responsible for the payment of such bills.

The choice of venue and scale of entertainment should be appropriate in terms of the benefits to be derived. Strict judgment should be exercised regarding the type of hotel or restaurant and the choice of menus and beverages. Excessive charges will not be accepted; in such cases the individuals incurring the expenses may be expected to bear the incurred charges.

6.4 Travel

All requests for travel should be submitted to the Authority for approval, and should explain not only the reason for the travel but should also show estimated costs of hotel accommodations, transportation and extraordinary expenses in advance. The decision to travel should be based upon the annual plan, and

choice of transportation should be decided upon factors of economy and convenience.

6.4.1 Subsistence Allowance

The payment of a subsistence allowance is intended to ensure that an employee who is required to travel on duty should not be “out of pocket” as a result, however no employee should derive financial gain from travel.

All employees approved to travel on duty may apply for the daily per diem based on the subsistence rates (Appendix VII) and daily hotel accommodations rates, provided that: -

- The necessary approval for travel has been obtained and is presented;
- At least six days’ notice for overseas travel and four days notice for travel within the Turks and Caicos Islands, is given

6.4.2 Tickets for Travel

Where air travel is necessary, employee are expected to travel by the most economical route and by tourist class, except where prior approval has been obtained for business class or where an airline has special courtesy up-grades on air tickets to first class at no cost to the Authority.

6.4.3 Ticketing Procedures

All tickets are purchased by the Accounts Department on the submission of approval for travel and details of reservations already made. At least ten days advance notice should be given.

6.4.4 Baggage Allowance

When travelling on a carrier where at least the first piece of luggage is at a cost, you will be given that amount for your checked luggage to and from your destination. The standard cost per bag is \$25.00 each way. The baggage allowance will also take into consideration break in flights where your luggage will have to be rechecked at a cost.

6.5 Reimbursement Travel Expenses (T&RE)

When travelling on the purpose of business, a daily itemization of expenses must be provided. Claims should be submitted through the Office Administrator for approval within two weeks upon return from any business trip. A conscious effort must be made to obtain receipts for purchase and services appearing on the claim or expense form.

6.5.1 Car Hire

Car hire should be considered when it offers the most effective and economical way of carrying out an assignment. The need for economy in terms of rental

costs and gasoline usage must be kept in mind. The reasons, which necessitate such hiring are restricted and can only go ahead with the approval of the Managing Director.

6.6 Loans

The Authority's funds cannot be used as a means of personal loans. However, the Authority will give all assistance to any employee seeking a loan from a commercial bank.

6.7 Allowances for Job Enhancement and Further Education

6.7.1 Allowances for Study Courses

All employees are encouraged to improve their educational and professional standards. The Authority is prepared to initiate or facilitate training if the programme is of value to the organization. All training must have prior approval before commencement.

Programmes of study for which payments or reimbursement may be made on behalf of employees fall into four categories.

- Full time in-service awards
- Seminars and other short courses
- Day release course
- Evening classes

Before an Officer is released for courses offered during working hours, e.g. day release, seminars or full time awards, the following conditions must be met: -

- There must be a fore-seeable need for an officer with the type of training proposed.
- It must be convenient to spare the officer.
- The employee selected must possess the potential for successfully completing the course.

6.7.2 Awards

The TCICAA will make awards to employees who successfully complete course of studies through their own initiative, financing, time without unearned time off from work to encourage self-development.

Applications for awards are to be made within a month of completion of the course of study with evidence of the respective qualification.

These awards will be:

- Diploma, Associate Degree, Post Grad Cert/Dip \$ 500
- 1st Degree \$ 750

- Masters Degree \$ 1000

6.7.3 Long Service Awards

The purpose of a long service award is to ensure that TCICAA employees are recognized for their years of service to the Turks and Caicos Islands Civil Aviation Authority in general and in a tangible and rewarding way.

The policy is to ensure that all employees of the TCICAA who serve for periods of fifteen (15) years or more, be recognized for their service with long Service Awards in the form of plaques and cash donation

The Policy is as follows:

The TCICAA will recognize employees for years of service in the following categories, and the recipients would receive the following:

15 years	a TCICAA plaque plus \$ 500
20 years	a TCICAA plaque plus \$ 1,000.00
25 years	a TCICAA plaque plus \$ 1,500.00
30 years	a TCICAA plaque plus \$ 2, 000.00

Long Service Award presentations will be made at special staff functions arranged by management preferably at an annual Staff Christmas function.

For purpose of these awards, Long Service Awards will be calculated from the employee's date of engagement.

6.7.4 In-Service Awards

When an officer is required to undertake a course of training in the interest of the Authority, they will be granted study leave on full salary and this will not be counted against their ordinary vacation leave.

To qualify for In-service training, the following rules apply: -

- The employee must be a Turks and Caicos Islander, and normally have served for at least three years with the Authority; however, the Authority reserves the right to waive this requirement in special circumstances;
- The length of the training must not normally exceed one year;
- The Authority must be satisfied that the course of study is not available through part-time attendance at a local institution.

After approval has been given for the In-Service training, the employee must enter into a bond agreement, with securities in such sum as may be

specified, and on the completion of the course serve the Authority for a period of not less than two years.

6.7.5 Day Release

Employees may be released from duty for up to four hours per week to attend classes for courses, which are directly relevant to their duties.

6.7.6 Seminars and Educational Visits

An employee may be nominated to participate in a Special seminar or educational visit considered of value to the Authority. All of the costs are absorbed by the Authority and in case of overseas travel; appropriate living expenses can also be claimed.

Employees released for such purposes are required to submit either a written report on the value of the seminar or visit.

6.7.7 Part-Time Study

Employees are encouraged to take advantage of the opportunities for higher learning by enrollment in local institutions of higher learning, as well as external programmes at such institutions overseas. Provided that the programme of study is relevant to the work, employees will receive partial reimbursement. The procedure to be follows: -

At least six (6) months before an employee undertakes part-time studies, for which reimbursement will be requested, he/she should submit to the Managing Director, particulars of the programme, including: -

- Tuition costs
- Type of programme (Diploma, Associate, Bachelor, etc.)
- The expected dates of commencement and completion
- A listing of courses to be taken (required courses and electives)

The Managing Director will review the particulars, and if recommended, will request approval and if obtained, the employee may be reimbursed without delay on completion of each of the previously approved courses, provided he/she submits to the Managing Director an official transcript, showing the grades received for the courses, together with an official receipt for payment fees.

6.8 Acting and Responsibility Allowances

An Officer authorized by the Authority to act in an Office more senior than their own, providing that the Acting appointment continues for at least twenty-eight days, shall receive an allowance in respect of the period calculated as follows:

The difference between the Officer's salary and the minimum salary of the senior Officer's grade, unless the Officer's salary exceeds the minimum salary of the senior Officer then the first incremental point immediately above the Officer's salary.

Where an Officer discharges the responsibilities of another more senior post at the same time as the duties of his/her own post, then at the discretion of the Managing Director a responsibility allowance may be paid, calculated the same way as the acting allowance, provided that the additional responsibilities are discharged for a continuous period of more than seven days.

6.9 Full Responsibility Allowances

Certain staff members are entitled to Responsibility allowances in respect of additional duties that are inherent in their regular work and which are not reflected adequately in the basic salary. This involves staff required to work outside normal working hours on a regular basis.

The responsibility allowance is set at a rate to be determined by the Board.

6.9.1 Subsistence Allowances

Subsistence allowances are calculated to meet only the additional expenditure which an Officer traveling on duty away from home is obliged to incur over and above the expenses that he/she would normally incur at home.

An Officer traveling on duty within the Islands will be eligible for subsistence allowances at the rates laid down in Appendix IV.

No subsistence allowances will be paid in respect of an Officer's absence from his/her station for a period of six hours or less. For an absence that exceeds six hours but is not overnight, the rate laid down in Appendix VI will be paid.

Officers who are required to travel on duty outside the islands other than to attend a course or training or for medical treatment, will be eligible to receive subsistence allowance in respect of complete of 24 hours only.

6.9.2 Housing Allowance

The following Officers may be paid a housing allowance at the rates set out as follow:

Overseas Officers recruited on contract terms, including Islanders recruited from overseas.

Locally appointed Officers posted to a different island from the island upon which they were first appointed to the Authority and who have not been living on that island for a period of more than three years.

Housing allowance will be paid for a maximum period of three years, after which time the Officer is expected to provide their own accommodations at the rates laid down in Appendix VIII.

Grand Turk	Single \$ 700	-	Married	\$ 800
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South Caicos	Single \$ 700	-	Married	\$ 800
North Caicos	Single \$ 700	-	Married	\$ 800
Providenciales	Single \$ 900	-	Married	\$1000
Salt Cay	Single \$ 700	-	Married	\$ 800

6.9.3 Transfer and Posting Allowance

When an Officer is transferred from one station to another, the Authority will meet where they are not a resident, and the following expenditure in connection with their transfer:

Reasonable traveling expenses for the Officer and their spouse and any Children (including step children and legally adopted children) under the age of 16. Free transport for their vehicle and the cost of transporting their baggage by sea or other economical means, including household effects shall be met.

6.9.4 Chart of Accounts

TCI Civil Aviation Authority Chart of accounts list all general ledger accounts and is accompanied by a five-digit number for identification of the various accounts being used by the Authority for effective daily operations and financial reporting.

Accounting Numbering

- 11020, 19001: Revenue/Income accounts.
- 37101, 37507: Employment Cost Accounts.
- 32011, 39016: Operating Cost Accounts.
- 80004, 80101: Capital Expenditure & Revenue Accounts.

Section 7 - Conduct and Work Ethics

7.1 Planning

Planning is a fundamental function which should be carried out at all levels of management to ensure that the Authority focuses on its objectives and makes the most use of its resources. Each section head is expected to prepare short and long term plans and goals, which are consistent with the overall goals of the Authority. These plans must be constantly reviewed in light of changing environmental conditions.

7.2 Meetings

Communication networks and information systems must be designed in order that the relevant information, objectives, decisions, problems and conditions systematically flow throughout the Authority, resulting in co-ordination of effort and increased efficiency. Regular meetings represent an important communication vehicle.

Communication within each department must be continuous, with regular meetings scheduled on weekly, fourth-nightly or monthly basis, depending on specific requirements. Meetings of middle and senior managers should take place at monthly intervals.

7.3 Leadership/Supervision

All managers are expected to exercise leadership skills by guiding and controlling their staff and creating a climate, which facilitates positive attitudes and job satisfaction.

This can be accomplished if: -

- Subordinates are provided with explicit job descriptions and they are aware of what is expected of them.
- The staff is given the necessary guidance and support.
- The performance of subordinates is monitored consistently and not only for formal evaluation reports.
- The recommendations on training needs, proposed promotion, salary increases or disciplinary actions are promptly communicated and actioned.
- Effective communication within division is maintained.

7.4 Office Hours and Attendance

The normal hours of business operation for the Authority officers are Monday to Friday 8:00 a.m. to 4:30 p.m.

Regular and punctual attendance is required of every employee. Absence and tardiness place extra burden on fellow employees in the Authority.

The normal lunch period is one and one half-hours, normally to be taken between 12:30 p.m. and 2:00 p.m. The managers of each division should ensure that lunch hours are staggered, to ensure that each department is manned at all times.

7.5 Work Attendance

Supervisors are required to monitor the punctuality and attendance of their staff and to make prompt reports to the Managing Director. Persistent incidents of late arrivals, early departure, irregular attendance and extended lunch breaks will result in the offending employee being liable to disciplinary action.

7.6 Behaviors and Appearance

All employees are expected to conduct themselves in a professional manner. Idle chatter and private conversations should be avoided in order to maximize productivity. Each employee should have a neat appearance appropriate to his/her particular job. The employee is also responsible for tidiness in his/her work area.

7.6.1 Civil Behavior

Any TCICAA staff member who has a complaint against a fellow staff member, should seek to resolve such matters initially through their immediate supervisor/Office Administrator or through the Deputy Managing Director/Managing Director or through a grievance committee.

Under no circumstances should any TCICAA staff member encourage or engage in public ridiculing of fellow staff members of the TCICAA. Any such actions brought to the attention of the TCICAA may result in a reprimand of the guilty member.

7.6.2 Eating on the Job

Staff is not allowed to eat or chew gum while attending to or in the presence of customers during working hours

7.7 Drugs

Employees who show signs of being affected by the use of illegal drugs will be urged to seek medical attention. If he/she refuses to seek medical attention or to comply with medical advice given, he/she may be liable to disciplinary action.

7.8 Private Work

An employee's salary is fixed on the assumption that full time will be devoted to the organization and that a conflict of loyalty or interest will not arise. Hence, the

employee is prohibited from engaging in outside employment, except when written permission has been obtained.

7.9 Disclosure

Every employee is prohibited from disclosure to any person, except when it is in the interest of the Authority to do so, any article, note, document or information entrusted to him/her, which comes to his/her knowledge.

7.10 Gifts

Employees must never be open to charges of abusing their positions with the Authority. Valuable gifts, whether in the form of money, goods or services should not be accepted from enterprise with which the employee may have direct or indirect dealings.

Gifts of ordinary value say less than \$50.00 and of a non-commercial nature, may be accepted, particularly on special occasions such as Christmas, wedding, retirement or a promotional function.

It is expected that employees will use good judgment when gifts are offered to him/her on occasions such as those mentioned above. In case of doubt, the matter should be reported to the Managing Director for guidance on whether the acceptance of the gift would raise questions or leave the employee open to misinterpretation.

If a gift which is not essentially the ordinary gifts of a personal friend is offered or given to an employee or his/her family, it should be returned immediately to the donor with an explanation that the acceptance of such a gift is not allowed.

7.11 Publication and Speeches

Staff involvement in outside activities must not conflict with the interest of the Authority.

Except in carrying out his/her official duties and with the permission of the Managing Director, an employee cannot: -

- The adoption as a candidate for election to the House of Assembly;
- Holding office in a political organization;
- Speaking in public on matters of national political controversy or expressing views on such matters in letters, articles, etc.; and
- Canvassing or distributing pamphlets, etc., on behalf of a candidate or political party.

Certain employees, who are not in senior or influential positions, may be granted permission to engage in political activities, subject to conditions, which may be imposed. Those who may be given such permission may not of course, engage

in such activities during working hours, or on government premises, or in official uniform.

No employee is deprived of his/her right to membership in a political party.

7.12 The Public

All staff members have a duty to serve the public, either directly or indirectly, and should endeavor at all times to be courteous and helpful. If the employee receiving an enquiry is unable to help, then he/she should try to find someone who can, rather than give a negative reply. Staff members are discouraged from congregating in public areas such as the main hall, since this act detracts from the impression conveyed to visitors.

7.13 Correspondence

Correspondence should, as a rule, be channeled through the immediate supervisor. Copies can be sent to the next higher-ranking superior staff member, should no response be received within reasonable time.

Members of staff, other than the Managing Director are prohibited from addressing letters to the Chairman, Minister responsible for Aviation, or copying letters to either of them, except in cases where they have requested this direct contact on a specific subject matter. This practice of direct communication is not only improper, but serves no useful purpose, as the matter will be referred to the Head of the Department or the appropriate official to be actioned.

Matters classified as confidential and containing sensitive information should be passed between employees in opaque file or folder or an envelope marked confidential as defined in COP 34.

Official stationary must on no account, be used for private correspondence or for any purpose not directly connected with the work of the Authority.

7.13.1 Job Letter

The TCICAA will ensure that all requests by employees for job letters be processed in an orderly, timely and effective manner.

Request for job letters should be channeled through and signed by the Office Administrator and in his/her absence by the Deputy Managing Director. Request for job letters must be made at least two days prior to the date required.

7.14 Use of the Telephones, Computer/E-mail and Facsimile Machines

All employees are expected to exercise economical discretion in the use of the telephone and fax machines. Personal telephone calls should be kept to a minimum, so that the interference of personal business does not reduce the efficiency of the organization. Personal overseas calls should not be made, except in emergencies, when prior approval should be obtained from the section head, who will arrange for particulars of the call to be recorded so that the

employee can reimburse the Authority on receipt of the billing. Collect calls should only be accepted when it has been ascertained that the call is business related.

Staff members with private lines are held responsible for all calls made on their telephone.

Computer, e-mail and fax machine play an important role in all communications, where messages to be conveyed and where a written record is needed. Computer, e-mail and fax machine should be utilized in preference to long distance calls wherever possible.

7.15 Economy

Employees are expected to exercise good judgment in the use of stationery and office supplies. In order to reduce utility costs and prevent damage to office equipment, air conditioners, lightings, and other equipment, those should be secured and switched off and where possible, at the end of the day or when the equipment is not in use for extended periods of time.

7.16 Personal Information

Each employee should ensure that his/her supervisor and the Office Administrator are advised of any changes in his/her personal status. Correct information is necessary not only for insurance schemes, but also for emergency purposes. The following items should always be kept current: -

- Names
- Address and telephone number
- Marital status
- Beneficiary of insurances plans
- Name of person to notify in the event of an emergency

7.17 Office Security

On leaving the desk or the office, all employees must ensure that important and confidential documents, as well as valuable equipment are not left lying around, so that unauthorized individuals cannot have access to them.

7.18 Vehicle Policy

The TCICAA has invested in a few vehicles for staff to conduct the CAA 's business, and advance its objectives. These vehicles are designated executive vehicle and technical vehicle. The Authority and Board have assigned full use of the two executive vehicles to the MD and D/MD. The technical vehicles in Grand Turk and Providenciales have been designated support vehicles for the general staff.

7.18.1 Policy Objectives

The objective of this policy is to ensure that all vehicles acquired are used in ways that provides the best possible economical solution for the support of its operations.

7.18.2 Maintenance and Operations

Person (s) who is responsible for the care of vehicles must adhere to the following measures;

- Preventative maintenance must be performed bi-monthly to ensure optimal vehicle operation and asset life.
- Fuel consumption and vehicle maintenance records must be revised regularly.
- If a defect is noticed, the responsible person (s) should be notified immediately depending on the severity of the fault (s).

7.18.3 Motor Vehicle Accident

All damages and accidents to vehicles must be reported immediately to the responsible person (s), and an accident report be given.

If the accident is determined to have been unavoidable, the driver will not be required to pay any portion of the cost. However, if the driver is found to have violated the company policy or is deemed to have contributed to the accident, the driver will be required to pay the insurance deductible.

7.18.4 Fuel Purchases

Fuel purchased for TCICAA owned vehicles may be charged to the TCICAA. All purchases must be supported by a purchase order and must be within the pre-approved expenditure limits.

7.18.5 Vehicle Care-Routine Cleaning and Maintenance

The routine cleaning and maintenance of vehicles for departmental use is an allowable expense. Such expenses should either be billed to the TCICAA or provisions made via contractual arrangements.

7.18.6 Insurance

Insurance information pertaining to all TCICAA vehicles will be maintained by the Accounts Department. All newly purchased vehicles must be insured prior to the vehicle being engaged by the TCICAA.

Information the department should furnish to Accounts includes:

- Make & Model

- Year Manufactured
- Serial/Vin Number
- Cost

7.18.7 Parking and Traffic Fines

Drivers of all TCICAA vehicles must comply with all traffic laws. Traffic Fines are a personal expense and SHALL NOT be charged to the TCICAA.

7.18.8 Authorized Drivers

All TCICAA owned vehicles SHALL only be driven by members of staff or authorized persons directly affiliated with TCICAA.

7.18.9 Access to TCICAA vehicles for Personal Use

The use of TCICAA vehicles by staff for personal use may be approved by the Deputy Managing Director.

7.19 Safety

The driver is responsible for the proper use and operation of the TCICAA vehicle, including, but not limited to the use of safe driving techniques, principles, and practices at all times.

Drivers shall not allow other passengers to operate the vehicle. Only those individuals affiliated with the TCICAA are allowed.

Drivers are responsible for notifying the Office Administrator of any changes in their driver's license status. Any driver of a TCICAA vehicle who has his/her right to operate a vehicle suspended or revoked may not drive the TCICAA vehicles under no circumstances until their right to operate is reinstated. Drivers are personally responsible for any traffic violations.

Drivers shall not operate the TCICAA vehicle under the influence of alcohol, illegal substances or while using a prescription medication that has any warning of any impairment, including without limitation a warning for drowsiness or not to use when operating machinery. No hazardous cargo should be transported in the TCICAA's vehicle.

Drivers are to turn the vehicles off, remove the keys and lock the vehicles when they are left unattended.

Smoking is prohibited in any TCICAA vehicles.

Drivers must return vehicles to the parking lot by 4:30 pm in the absence of the Office Administrator prior approval.

Section 8 – Uniforms

8.1 Purchase and Distribution

The TCICAA may provide employees with an adequate number of uniforms to allow them to present themselves, and simultaneously represent the TCICAA in a professional manner.

The TCICAA deems it fitting for employees to be issued uniforms in an orderly and cost effective manner in order to be recognized as members of the institution and to enhance the TCICAA corporate image. Having been issued uniforms, employees must wear their uniform with pride and in a dignified manner at all times during normal working hours except for those instances when management deems it fitting to do otherwise.

All TCICAA employees may be issue uniforms that must be worn at all times during normal working hours Monday to Thursday of the working week. Failure to do so on a continual basis would result in disciplinary action being taken against the delinquent. The TCICAA will provide six (6) uniforms annually.

Arrangements and coordination of the uniforms will be carried out by the Managing Director Personal Secretary.

Employees' uniforms must always be in a clean and presentable state.

To acquire uniform compliments, each employee must complete, and signed a "Uniform Requisition Form" stating the items required, sizes, etc.

FORM III.I

**TCICAA
Personal Development Plan
2009/10**

Name :

Job Title:

Date Plan Updated:

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>Product/Equipment Approvals and Certification <i>Operational Level or Supervisory Level</i> The ability to process, assess and make suitable recommendations concerning the application for an approval of products or equipment in accordance with the OTARs.</p>				
<p>Organisation Approval <i>Operational Level or Supervisory Level</i> The ability to process, assess and make suitable recommendations concerning the applications for an approval of an organisation in accordance with the OTARs</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>Audits & Assessments <i>Operational Level or Supervisory Level</i> The ability to assess individuals, documentation or organizations for acceptance/approval by means of a structured programme, that includes auditing and to be able to demonstrate correct recording and follow up procedures</p>				
<p>Assessment of QMS <i>Operational Level or Supervisory Level</i> The ability to assess Quality Management Systems</p>				
<p>OTARs and Legislation <i>Operational Level or Supervisory Level</i> The ability to understand and apply the legal and regulatory environment in the OTs</p>				
<p>Analysis <i>Operational Level or Supervisory Level</i> The ability to process information rationally to produce an evidence based proposal for approval or refusal</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>Assessment of Safety Management Systems <i>Operational Level or Supervisory Level</i> The ability to assess and make suitable recommendations concerning the application for approval of a safety management system</p>				
<p>Enforcement <i>Operational Level or Supervisory Level</i> The ability to assess an event which may be in contravention of legislation or requirements and determine the correct course of action</p>				
<p>Personnel Licensing <i>Operational Level or Supervisory Level</i> The ability to determine the correct course of action when receiving an application for an air traffic controller, engineer or pilot licence</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>Examinations <i>Operational Level or Supervisory Level</i> The ability to develop and manage an examination process for personnel licensing purposes.</p>				
<p>Human Factors The ability to understand the factors that affect individuals in a working environment and the impact this may have on safety</p>				
<p>Technical Procedures <i>Operational Level or Supervisory Level</i> The ability to develop and maintain the technical procedures produced in support of OTARs in specific technical disciplines</p>				
<p>Additional Technical Knowledge Wildlife Hazard Management The knowledge & understanding of the management of bird and wildlife hazards in order to be able to evaluate the effectiveness of an operator's wildlife hazard management program aimed at minimizing the likelihood of aircraft coming into contact with wildlife</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>Aircraft Fuelling & Fuel Installation Management</p> <p>The knowledge & understanding of the management of Aviation fuel operations in order to regulate an operators fuel management processes with the aim of ensuring that the likelihood of fuel contamination is not present</p>				
<p>Meteorology</p> <p>The ability to provide support for the implementation, and subsequent regulation, of the provision of meteorological services for aviation</p>				
<p>Search and Rescue</p> <p>The knowledge and understanding of search and rescue planning & implementation in order to be able to ensure that the provision meets aviation requirements</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
Rescue and Firefighting Regulation Knowledge, understanding and skills in all areas of technical and practical rescue and fire fighting in order to regulate and approve the RFFS as an effective and efficient unit.				
Oversight of Rescue and Firefighting Regulation The ability to understanding the terminology, OTAR and ICAO requirements and interaction of Rescue and Firefighting in the aerodrome environment with other aerodrome operations.				
Aeronautical Information Services The ability to assess the adequacy of AIS as a particular unit				
Dangerous Goods The knowledge to be able to identify 'dangerous goods' and the processes involved in their safe transportation				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
<p>PANS-OPS for Aircraft Operations The ability to assess and approve visual and instrument flight procedures.</p>				
<p>Quality Management System Development & Maintenance The ability to define what is required by a quality management system and to ensure its ongoing adherence with international standards in order to assure the quality and consistency of the organisation's operations</p>				
<p>Management The ability to manage the organisation's processes and staff, maximising the potential of employees, and ensuring the organisations aims and objectives are achieved</p>				
<p>Training Management and delivery of transfer of know-how to colleagues both within a classroom environment and for On-the-job training</p>				

Competency	Training Objectives (priority level)	Training	Evaluation (Post-course)	Records of training in last 4 years
Cultural Awareness The ability to recognise cultural differences between individuals and organisations and to identify how these affect interaction & communication, using this to produce positive results				
Teamwork Ability to engage actively with colleagues and others to achieve a common aim through the input of a group of people				
Communications The ability to convey information in a clear, timely and effective manner both by written and verbal means and to understand others who communicate with you				
Other Training				

Personal Development Plan discussed and agreed by:

Line Manager:.....

Employee:.....

Date:.....

FORM III.II.

TCICAA Induction Topics

The induction process is a vital part of the smooth integration of any new staff member. The following subjects have been selected to be part of an induction programme, which ensures a thorough understanding of the purpose of TCICAA and the way in which it operates.

The programme only covers foundation topics, it does not cover specific technical training for the post – this will be covered by the training needs analysis process and directly by the line Manager.

Staff Member.....

Line Manager.....

Topic	Date completed
Introduction	
Familiarisation with office	
Introduction to staff	
Briefing with Human Resource Manager on terms and condition of employment	
Explanation of induction process	
TCICAA Regulatory Environment ICAO – its role	
Air Safety Support International (ASSI)- its role and designation process	
Governor’s Responsibility for aviation Regulation(Refer to Governor briefing pack at ASSI web-site)	
TCICAA-Organogram <ul style="list-style-type: none"> - Role of the Board of Directors - Business Plans - Meet staff members and be briefed on other technical roles within TCICAA. 	
Regulatory System - OTAR’s and OTAC’s	

Topic	Date completed
<p>Overview of ASSI web-site</p> <p>Registration for email alerts and access to exchange part of web-site</p> <p>PACMAN</p>	
<p>TCICAA Staff procedure manual</p> <p>Familiarization with contents</p>	
<p>Job Performance Appraisal Process</p> <p>Competencies for the role</p> <p>Personal objectives</p> <p>Review & appraisal process</p>	
<p>Training</p> <p>Set date for Training needs analysis (TNA) and agreement on training plans</p> <p>Explain training policy & procedure</p>	
<p>Communications</p> <p>Website</p> <p>Overview of set Meetings and their purpose</p>	
<p>Emergency Plan</p> <p>Briefing on Airport Emergency Plans</p>	
<p>Office Systems IT familiarisation</p> <p>Library</p> <p>Personal Protective Equipment issue and usage</p>	

Staff Member: _____

Line Manager: _____

Date: _____

FORM III.III

What were the least effective / useful parts of the course for you?

TCICAA PARTICIPANT FEEDBACK/EVALUATION

Please provide feedback on the training that you have attended

Name:

Training Course/event:

Date:

Overall value of the course:

Poor → 1 2 3 4 5 6 7 8 9 10 ← Excellent

Comments:

Course Content

What were the most effective / useful parts of the course for you?

Did the course meet your reason for attending?

Please provide an assessment of the training provider

Poor → 1 2 3 4 5 6 7 8 9 10 ← Excellent

Comments

Any further comments about the course?

To select check box, double click check box and in 'Default Value' select 'checked'

Would you recommend this course again? Yes No

Thank you for completing this form. Please return it to the TCICAA Training Coordinator.

FORM III.IV

**TCICAA POST COURSE DISCUSSION
WITH MANAGER**

This form is to be completed by the Manager and Individual approximately three months after the training has taken place. It is to evaluate the effectiveness of the learning once the Individual has returned to the work place.

Name:.....
Course Title:
Dates:.....

Reason for attending (As discussed with manager prior to training event)
You hoped to gain from the course.....

To select check box, double click check box and in 'Default Value' select 'checked'

Reason for attending (As discussed with manager prior to training event)
You hoped to gain from the course.....

Did the training meet your objectives and expectations? Yes No

Please tick one of the following to show how effective you feel the training has been:

Fully Effective

Partially Effective

Ineffective

Please give examples of how you have implemented the learning:

⚡ Please list any actions resulting from Feedback Discussion

Participant and Manager to sign on page 2.

To be signed by both parties

Signed:.....
Participant:.....

Signed:.....
Manager:.....

Date:.....

**Thank you for completing this form.
Please return this to the TCICAA Training Coordinator.**

