# Management Training Programme

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| 1    | MNG     | Strategies of Managing an Institutional Organisation | • The Contemporary understanding of Management and Strategy  
• The Different Techniques of Management  
• Setting Objectives and Indicators Customer-Oriented  
• Basic Principles of Human Resources Management  
• Setting Appropriate Organisational Structure and Definition of the Managing Functions and Tasks of the Different Units of the Organisation  
• Assessing Appropriate Staffing of the Different Units according to their Respective Tasks  
• Financial and Budget Management | This course is designed to provide the essential knowledge and skills which will enable States’ Officials to design successful strategies in a fast changing environment, as well as to develop and monitor a clear long-term plan of their companies' objectives and implementation issue  
• The Program seeks to provide a holistic view of management techniques for participants to build new managerial skills | • Ministry of Transport Officials  
• Directors General of Civil Aviation Administrations (DCA or DGCA)  
• Deputies Directors General of Civil Aviation Administrations (DCA or DGCA) | Academic course - Russian | 5 days (1) | Kiev |
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| 3/MNG | Development of Autonomous Civil Aviation Organisations |  - Roles and Responsibilities of the Regulator, stressing on the Safety Oversight Function  
- Performing a comparative analysis of different Autonomous Civil Aviation Organisations  
- Determining the mission, regulatory and administrative powers and relations of the new autonomous CAA  
- Analyzing different legal structures for the new autonomous CAA  
- Budget for the start and running of the new autonomous CAA  
- Developing a Training Policy and a 3-year Training and Technical Assistance Plan for the new autonomous CAA | This course is designed to provide the essential knowledge and skills which will enable States’ Officials at all levels to adequately plan, manage, control and successfully complete the creation and implementation of an autonomous Civil Aviation Authority and other associated institutional reforms |  - Ministry of Transport Officials  
- Directors General of Civil Aviation Administrations (DCA or DGCA)  
- Deputies Directors General of Civil Aviation Administrations (DCA or DGCA) | Academic course - Russian | 5 days (1) | Kiev |
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| 6/MNG | Advanced Training on Safety Management Systems (SMS) | • Basic Safety Concepts and Remind of What is an SMS  
• Hazards and Risks  
• Introduction to the implementation of the SMS  
• SMS Planning and Operation  
• Phased Approach to SMS Implementation | • Develop participants’ knowledge of safety management concepts and ICAO Standards and Recommended Practices (SARPs)  
• Develop participants’ knowledge to certify and oversee the implementation of key components of a basic SMS in compliance with relevant ICAO SARPs. | • Ministry of Transport Officials  
• Directors General of Civil Aviation Administrations (DCA or DGCA)  
• Deputies Directors General of Civil Aviation Administrations (DCA or DGCA)  
• Managers of Civil Aviation Administration’s (DCA or DGCA) involved in the SMS development | Academic course - Russian | 5 days (1) | Kiev |
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| 12/MNG | Quality Management in Civil Aviation | - Basic principles of Quality Management  
- The Existing International Standards (ISOs) and Associated Terminology relating to Quality  
- Definition of Quality Objectives and Indicators  
- The Relation Between Quality & Safety Management Systems  
- Basic Principles of Auditing (Programme Definition, Planning, Conducting, Reporting, Recording and Corrective Measures Implementation/Follow-Up)  
- Set-Up and Management of Quality Database  
- Monitoring Quality Level According to Pre-Set Objectives and Indicators | - This course aims to provide participants with sufficient knowledge to understand why & how to develop and implement formal quality management procedures | Managers of Civil Aviation Administration’s (DCA or DGCA) | Academic course - Russian | 4 days (2) | Kiev + Almaty |
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| 14/MNG | Regulating aviation safety in the European Union | The **European Union and aviation safety**:  
. The history of aviation regulation  
. The various levels of regulation  
. The EU system  
. The EASA system  

**The EASA Basic Regulation**:  
. History  
. Structure  
. Basic principles  
. Substantive requirements  
. Final provisions  
. Annexes | • This course shows how the EU progressively intervened in the regulation of aviation safety and built therefore the European Aviation Safety Agency. It details thereafter the content of the Basic Regulation establishing the EASA system, describing so the roles played by the various partners: the EU Legislator, the European Commission, the Agency and the Member States regulators. | • Managers of Civil Aviation Administration’s (DCA or DGCA)  
• Ministry of Transport Officials | Academic course - English | 1 day | Kiev |
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| 15/MNG | The European Union air transport policy | **Building the EU air transport internal market:**  
- Pre-existing situation: bilateralism, airline cooperation and ECAC approaches to liberalisation  
- Transport & competition provisions of the Rome Treaty  
- ECJ judgments as a legal basis for liberalisation  
- The three steps towards the internal market  
- The Third Package: regulations on competition, licensing, market access & tariffs  
- Computer reservation systems  
- Slot allocation  
- Airport handling  
- 2008 Revision of the 3rd package  

**EU aviation relations with third countries:**  
- ECJ judgments on the | This course will explain how the European Union built its internal market for air transport using the competition provisions of the Treaty to obtain a progressive dismantling of the borders between Member States and deregulate this sector. It will also show how the European Union was obliged to address a number of related issues, such as computer reservation systems, slot allocation and airport handling to provide for fair and equal opportunities between the competitors.  

From there the course will elaborate on the legal consequences of building the internal market on relations with third countries and how the Commission used that to build an international air transport market. | - Managers of Civil Aviation Administration’s (DCA or DGCA)  
- Ministry of Transport Officials | Academic course - English | 2 days | Kiev |
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<td>Community’s external competence · Amending existing bilateral agreements – the horizontal agreements · EU agreements – the global agreements · EU agreements – the ECAA · EU relations with international organisations</td>
<td>transport policy</td>
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| 1/TTR | Management of Training & Training Needs Assessment | • From training to learning in organisations  
• Business and operational models for training  
• Systems thinking and a systemic approach to managing training  
• Training for organisational improvement  
• Staffing the training unit  
• Leading and guiding training staff  
• Measuring and evaluating trainer performance  
• Determining Problems or Opportunities  
• The Performance Model  
• The Human Performance  
• Performing Worth Analysis  
• Determining Return On Investment | • Gain critical insights into the role of training in organisations  
• Learn to develop strategic plans for program development, maintenance and renewal  
• Exercise better financial management.  
• Improve your training resources management  
• Understand key concepts on integrating computer technology into training  
• Select and apply the techniques and tools appropriate for training needs assessments  
• Substantiate your requirements for training resources | • CAAs Training Units Managers and staff dealing with training organisation who want be familiar with training principles and practice seeking to become training managers or lead a training unit  
Course participants are strongly encouraged to bring examples of training related problems they face at work for discussion and investigation | Academic course - English | 5 days (1) | Kiev |
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| 3/TTR | Instructional Techniques & Design | • Know the Adult Learner  
• Trainee-Centred Instruction  
• Effective Instructor Skills  
• Prepare and Follow Lesson Plans Effectively  
• Prepare for, Conduct, and Wrap up Training  
• Manage Group Dynamics Effectively  
• Active Training  
• Games, Triggers and Jolts  
• Evaluate Training  
• Prepare and Conduct Activities and Practical Exercises  
• Effective Preparation and Use of Instructional Aids  
• The Instructional Design Process: Analyse, Design, Develop, Implement, Evaluate  
• The Course Plan as an Essential Framework for Instructional Design  
• Converting Training Needs into Performance Objectives  
• Linking Performance Objectives with Measurements and Evaluation Techniques | • Effectively prepare for, manage, conduct, facilitate and evaluate a training event  
• Use instructional tools and techniques to enhance instruction  
• Acquire practical presentation and communication skills  
• Motivate participants and engage their active participation  
• Integrate group work and collaborative learning  
• Identify and describe the different phases of the instructional design process  
• Convert training needs into performance objectives  
• Identify characteristics that influence the design and delivery of a training course  
• Create a design blueprint that clearly specifies what will happen during the training program  
• Select the best training activities to increase the value and effectiveness of training | • Instructors and all managers carrying out instructional meetings or giving information interested in becoming better instructors  
*Course participants are strongly encouraged to bring examples of training related problems they face at work for discussion and investigation* | Academic course - English | 5 days (2) | Kiev + Almaty |