MANUAL FOR SAFETY OVERSIGHT OF AIR NAVIGATION SERVICES

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Date: 31.10.2012
Qatar Civil Aviation Authority

Foreword

The contents in this publication are based on Law 15 of 2002 on Civil Aviation and ICAO Doc. 9473 (Safety Oversight Manual).

- This document describes the rationale behind the establishment of a QCAA ANS Inspectorate
- The document also contains the Job Descriptions for all the Inspectors within the Inspectorate

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Abdul Aziz Al Noaimi
Chairman of the Board
31st October 2012
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<td><strong>ANS</strong></td>
<td>Air Navigation Service(s) – air traffic services; communication, navigation and surveillance services; meteorological services for air navigation; and aeronautical information services.</td>
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<td><strong>ANS Inspectorate</strong></td>
<td>The Department within the Civil Aviation Authority of Qatar performing safety rulemaking and the oversight functions in relation to ANS.</td>
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<tr>
<td><strong>ANS Provider</strong></td>
<td>Person or organisation, or designated representative of an organisation, which is subject to regulation by the ANS Inspectorate.</td>
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<tr>
<td><strong>ATM</strong></td>
<td>The aggregation of ground based (comprising variously ATS, ASM, ATFM) and airborne functions required to ensure the safe and efficient movement of aircraft during all appropriate phases of operations.</td>
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<tr>
<td><strong>ATM System</strong></td>
<td>The part of the ANS system composed of a ground based ATM component and an airborne ATM component. The ATM system includes human, technical systems and procedures, and assumes the existence of a supporting CNS system.</td>
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<td><strong>Audit</strong></td>
<td>See “Safety Regulatory Audit”</td>
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<tr>
<td><strong>Auditee</strong></td>
<td>Person with responsibility and authority over the area to be audited.</td>
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<tr>
<td><strong>Auditor</strong></td>
<td>Authorised person carrying out a safety audit on behalf of the ANS Inspectorate.</td>
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<tr>
<td><strong>Civil Aviation Authority</strong></td>
<td>The Civil Aviation Authority of Qatar.</td>
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<tr>
<td><strong>Designated Authority</strong></td>
<td>The competent body designated by State authority, responsible for ANS safety regulation.</td>
</tr>
<tr>
<td><strong>Senior ANS Inspector</strong></td>
<td>The Senior ANS Inspector or the designated representative for the purposes of a particular procedure.</td>
</tr>
<tr>
<td><strong>Inspection</strong></td>
<td>An extension to the Safety Regulatory Audit process to verify that the final product and/or service complies with requirements and approved procedures and processes as well as the effectiveness of those procedures and processes.</td>
</tr>
<tr>
<td><strong>Lead Auditor</strong></td>
<td>Auditor with overall responsibility for the audit team.</td>
</tr>
<tr>
<td><strong>Point of Responsibility (PoR)</strong></td>
<td>Point of Responsibility - point nominated within the ANS Inspectorate to receive the audit report and undertake appropriate actions with regard to the findings of the audit.</td>
</tr>
<tr>
<td><strong>Safety Directive</strong></td>
<td>A document issued or adopted by the QCAA/the ANS Inspectorate which mandates actions to be performed on a system to restore a tolerable level of safety, when evidence shows that aviation safety may otherwise be compromised.</td>
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<tr>
<td><strong>Safety Oversight</strong></td>
<td>The function undertaken by the ANS Inspectorate to verify that safety regulatory objectives and requirements are effectively met.</td>
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<tr>
<td>Definition</td>
<td>Description</td>
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<tr>
<td>Safety Regulation</td>
<td>The process of rulemaking for and oversight of all the safety related aspects of the ANS systems, procedures, practices and personnel under the control of the service provider.</td>
</tr>
<tr>
<td>Safety Rulemaking</td>
<td>The process by which safety objectives and requirements are set.</td>
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<td>Safety Regulatory Audit</td>
<td>A systematic and independent examination conducted by the ANS Inspectorate to determine whether complete safety-related arrangements or elements thereof, to processes and their results, products or services, comply with required safety-related arrangements and whether they are implemented effectively and are suitable to achieve expected results.</td>
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FOREWORD

This part of the Safety Oversight Manual has been designed to emphasize the obligations and responsibilities for safety oversight of an ICAO Contracting State and to provide information and guidance for government decision makers on the establishment and management of a safety oversight system.

Pursuant to Law Nr 15 on Civil Aviation in Qatar, the QCAA/the ANS Inspectorate is designated as ANS Supervisory Authority.

The purpose of this manual is to describe the procedures for safety oversight of Air Navigation Services Providers (ANSP) and to provide guidance to the Qatar ANS Inspectorate personnel on applying associated regulations and legislation, in the field of ANS.

The Manual contains procedures, instructions and information, which are intended to form the basis of proper Oversight System of Qatar to all ANSPs in Qatar, in order to comply with the requirements of air navigation safety.

This manual is published for use by the ANS Inspectorate personnel, while the personnel of relevant departments within the QCAA, ANS Providers, the employees of ANS Providers and any organizations and their employees contracted to ANS Providers, will be notified for its publication.

Ibrahim Abdul Qadar

Director Air Safety, QCAA
PART 1 GENERAL

1.1 PURPOSE OF THIS SAFETY OVERSIGHT MANUAL

This Manual (in Part 1) describes the functions of safety oversight in the field of Air Navigation Services (ANS) with a description of the principles underlying their application. These functions are distributed in the organisational structure of the ANS Inspectorate, which also have the internal linkages within the structure of the Qatar Civil Aviation Administration (QCAA).

Independent oversight of ANS by the QCAA aims to verify the uniform application of all applicable ANS safety and other regulatory requirements by all ANS Providers (ANSPs) providing Air Navigation Services in the area of responsibility of the Kingdom of Qatar.

Part 2 contains detailed procedures, responsibilities and the processes by which QCAA will meet its legal obligation to ensure that ANS provision meets all applicable requirements. The Manual does not contain detailed administrative procedures, forms and other internal used documents.

This document conforms now and will continue to conform, through specific procedures, to the provisions of ICAO Doc 9734 (Safety Oversight Manual).

The QCAA will keep records of the conduct of safety regulatory activities that will provide assurance to interested parties that it is effective, thorough and comprehensive in its work.

Through this document, the QCAA notifies to authority personnel, to ANS Providers, the employees of ANS Providers and any organisations and their employees contracted to ANS Providers:

- all the safety regulatory oversight activities of the QCAA in relation to the ANS Inspectorate;
- why the QCAA/the ANS Inspectorate does them;
- who in the QCAA/the ANS Inspectorate is responsible for each activity;
- how the QCAA/the ANS Inspectorate makes sure it does everything it says it does;
- how the QCAA/the ANS Inspectorate checks that it does everything it should do;
- how the QCAA/the ANS Inspectorate knows what it does is legal and applicable; and
- how a person or organisation can act if the QCAA/the ANS Inspectorate does not do all the things it says it does.

By the adoption of this Manual and procedures therein, QCAA declares its capability and intent to ensure on a continuous basis the proper and effective safety oversight of Air Navigation Services Providers (ANSPs) at the aerodromes and in the airspace of Qatar.
1.2 **LEGAL AND REGULATORY BASIS FOR AIR NAVIGATION SERVICE’S “SAFETY REGULATION AND SAFETY OVERSIGHT” IN QATAR**

1.2.1 **ICAO REQUIREMENTS**

The ICAO provisions for air traffic services (ATS) safety management, contained in Annex 11 — *Air Traffic Services* and in the *Procedures for Air Navigation Services — Air Traffic Management* (PANS-ATM, Doc 4444), requires Qatar to implement systematic and appropriate safety management programmes to ensure that their ATS systems achieve an acceptable level of safety, and to establish such levels of safety and safety objectives for their air traffic services.

The objectives of ATS safety management are to ensure that the established level of safety applicable to the provision of ATS within an airspace or at an aerodrome is met, and that safety-related enhancements are implemented wherever necessary. The provisions of the PANS-ATM require that an ATS safety management programme include:

   a) monitoring of overall safety levels and detection of any adverse trend;
   b) safety reviews of ATS units;
   c) safety assessments in respect of planned implementation of airspace reorganizations, the introduction of new equipment, systems or facilities, and new or changed ATS procedures; and d) a mechanism for identifying the need for safety-enhancing measures.

ICAO has identified and defined the following critical elements of a State’s safety oversight system:

**CE-1. Primary aviation legislation**

The provision of a comprehensive and effective aviation law consistent with the environment and complexity of the State’s aviation activity and compliant with the requirements contained in the Convention on International Civil Aviation.

**CE-2. Specific operating regulations**

The provision of adequate regulations to address, at a minimum, national requirements emanating from the primary aviation legislation and providing for standardized operational procedures, equipment and infrastructures (including safety management and training systems), in conformance with the Standards and Recommended Practices (SARPs) contained in the Annexes to the Convention on International Civil Aviation.

*Note.— The term “regulations” is used in a generic sense to include but is not limited to instructions, rules, edicts, directives, sets of laws, requirements, policies, and orders.*
CE-3. State civil aviation system and safety oversight functions

The establishment of a Civil Aviation Authority (CAA) and/or other relevant authorities or government agencies (headed by a Chief Executive Officer), supported by the appropriate and adequate technical and non-technical staff and provided with adequate financial resources. The State authority must have stated safety regulatory functions, objectives and safety policies.

Note.— The term “State civil aviation system” is used in a generic sense to include all authorities with aviation safety oversight responsibility which may be established by the State as separate entities, such as: CAA, Airport Authorities, Air Traffic Service Authorities, Accident Investigation Authority, and Meteorological Authority.

CE-4. Technical personnel qualification and training

The establishment of minimum knowledge and experience requirements for the technical personnel performing safety oversight functions and the provision of appropriate training to maintain and enhance their competence at the desired level. The training should include initial and recurrent (periodic) training.

CE-5. Technical guidance, tools and the provision of safety-critical information

The provision of technical guidance (including processes and procedures), tools (including facilities and equipment) and safety-critical information, as applicable, to the technical personnel to enable them to perform their safety oversight functions in accordance with established requirements and in a standardized manner. In addition, this includes the provision of technical guidance by the oversight authority to the aviation industry on the implementation of applicable regulations and instructions.

CE-6. Licensing, certification, authorization and approval obligations

The implementation of processes and procedures to ensure that personnel and organizations performing an aviation activity meet the established requirements before they are allowed to exercise the privileges of a licence, certificate, authorization and/or approval to conduct the relevant aviation activity.

CE-7. Surveillance obligations

The implementation of processes, such as inspections and audits, to proactively ensure that aviation licence, certificate, authorization and/or approval holders continue to meet the established requirements and function at the level of competency and safety required by the State to undertake an aviation-related activity for which they have been licensed, certified, authorized and/or approved to perform. This includes the surveillance of designated personnel who perform safety oversight functions on behalf of the CAA.
CE-8. Resolution of safety concerns

The implementation of processes and procedures to resolve identified deficiencies impacting aviation safety, which may have been residing in the aviation system and have been detected by the regulatory authority or other appropriate bodies.

These critical elements of a safety oversight system are essentially the safety defence tools required for the effective implementation of safety-related legislation and regulations, policies and procedures. ICAO Member States are expected to implement the critical elements in a manner that assumes the shared responsibility of the State and the entire aviation community of the region.

A State’s responsibility under the ICAO-Convention and its Annexes includes:

- the licensing of operational personnel;
- the control and supervision of licensed personnel, certified products, and approved organizations;
- the provision of air navigation services (inclusive of meteorological services, aeronautical telecommunications, search and rescue services, charts and the distribution of information); and
- aircraft accident and incident investigation.

The sole objective of the investigation shall be the prevention of accidents and incidents. It is not the purpose of this activity to apportion blame or liability. Any investigation carried out must be strictly objective and totally impartial and must also be perceived to be so. It should be conducted in such a way that it can withstand political or other interference.

<table>
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<tr>
<th>CE-Nr.</th>
<th>Critical Element</th>
<th>ANS Inspectorate Tasks</th>
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<tr>
<td>CE-3</td>
<td>State civil aviation system and safety oversight functions</td>
<td>The State authority must state safety regulatory functions, objectives and safety policies.</td>
</tr>
<tr>
<td>CE-7</td>
<td>Surveillance obligations</td>
<td>To implement processes, such as inspections and audits, to proactively ensure that the level of competency and safety required by the State will be met.</td>
</tr>
<tr>
<td>CE-8</td>
<td>Resolution of safety concerns</td>
<td>To implement processes and procedures to resolve identified deficiencies impacting aviation safety.</td>
</tr>
<tr>
<td>CE-6</td>
<td>Licensing, certification, authorization and approval obligations</td>
<td>To implement processes and procedures to ensure that personnel and organizations performing an aviation activity meet the established requirements.</td>
</tr>
<tr>
<td>CE-4</td>
<td>Technical personnel qualification and training</td>
<td>To establish minimum knowledge and experience requirements for the technical personnel performing safety oversight functions.</td>
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</table>
Regarding QCAA ANS Inspectorate the following critical elements contain the main tasks:

One further important aspect in an international context is the requirement and responsibility of a Contracting State to establish and provide air traffic services in flight information regions, control areas or control zones extending over its territory. To ensure an adequate level of air traffic services and communications, navigation and surveillance, as well as procedures applicable to the airspace or aerodrome concerned, the appropriate air traffic services authority is required to implement formal and systematic safety management programmes for the services under its jurisdiction. When appropriate, these air traffic services (ATS) safety management programmes should be established on the basis of regional air navigation agreements.

1.2.2 LEGAL FRAMEWORK AND STANDARDS

This section describes:

- the Regulatory Framework or basis for ANS Safety Regulation by QCAA;
- any related legislation which supports this work;
- the Standards for ANS Providers;
- the Safety Regulatory Principles as they apply to ANS Providers;
- the Safety Regulatory Principles and Processes applied by the QCAA when conducting ANS Safety Regulation; and
- QCAA Organisational Structure for ANS Regulation and Oversight.

Law No. 15 of 2002 issued under the authority of the Chairman of the QCAA pursuant to the on Civil Aviation provides the framework for its regulatory powers.

The Law enables further legislation to be made in order to permit QCAA to fulfil its regulatory obligations.

QCAA may publish other documents which provide details of acceptable means of compliance with the Articles in the Law or Regulations under the Law.

The regulatory requirements and standards applicable to ANS Providers and enforced through the processes in this Manual are:

- ICAO Annex 1, Personnel Licensing,
- ICAO Annex 2, Rules of the Air,
- ICAO Annex 3, Meteorological Service for International Air Navigation,
- ICAO Annex 4, Aeronautical Charts,
• ICAO Annex 10, Aeronautical Telecommunications,
• ICAO Annex 11, Air Traffic Services,
• ICAO Annex 13, Accident and Incident Investigation,
• ICAO Annex 14, Aerodromes,
• ICAO Annex 15, Aeronautical Information Services,
• Other relevant ICAO Documents and International Standards and Requirements

And other related national law and regulations as well as possibly European legislation that may be promulgated in the future.

1.2.3 QCAA Principles of ANS Safety Regulation/Safety Oversight

1. ANS safety regulation and oversight is functionally or organizationally separated from the planning, implementing and providing of air navigation services.

2. The QCAA is independent of the service provider and shall monitor safety performance through regular monitoring and assessment of the levels of safety achieved against the tolerable levels of safety determined by the QCAA for systems and sub-systems in the airspace blocks under its responsibility. The results of the monitoring of safety will be used by the QCAA to determine areas where the verification of compliance with safety regulatory requirements is necessary as a matter of priority. QCAA will take action as appropriate in these identified areas of concern.

3. To achieve a common safety goal the relationship between QCAA and ANS Providers should be that of a partnership.

4. QCAA shall set and oversee regulatory requirements required to maintain the safety of the Service Providers’ systems.

5. Regulatory activity shall be kept to the minimum practical level consistent with effective safety regulation.

6. QCAA shall monitor the investigation, or conduct its own investigation as necessary, of reportable events.

7. QCAA shall ensure that all regulatory and oversight functions are carried out by personnel who are and remain appropriately qualified, specifically:
   a. an air traffic control or engineering background and qualification, preferable with a minimum of five years practical working experience in an ANS operational, technical or regulatory environment
   b. an appropriate qualification to conduct safety audits in accordance with applicable ICAO international standards for ANS.

8. Audits will only be conducted by suitably trained and qualified auditors of the QCAA.

9. Regulation shall be carried out on all safety related aspects of the technical systems, procedures, practices and personnel under the control of the service provider.

1.2.4 QCAA Principles of Safety Regulation for the ANS Provider

1. The Primary responsibility for the safety of the Air Navigation Services rests with the ANS Provider.

2. All service providers shall have a Safety Policy Statement that is approved by the most senior level of management within the Organisation/Department.
3. All ANS service providers shall use an effective Safety Management System (SMS) for verification of the safety of the services supplied by them, and that of any service used by them.

4. Regulatory approval by the QCAA should be obtained for all safety related aspects of their service.

1.2.5 Implementing the Principles of ANS Safety Regulation/Safety Oversight

QCAA shall implement those principles through two main procedures: rulemaking and oversight, and their related procedures contained in Part 2 of this Manual.

1.2.5.1 Safety Rulemaking

Safety requirements are set by the Rulemaking-Procedure. It consists of the definition of applicable safety requirements and associated standards and practices to ensure that the determined national tolerable levels of safety and any appropriate regulatory provisions that result from international or national obligations are complied with.

Those principles of the rulemaking procedure are equally applicable to the production of other forms of regulatory material, including standards, recommended practices and policies, promulgated acceptable means of compliance, and guidance material.

1.2.5.2 Safety Oversight

The procedures for Safety Oversight, both Initial and Ongoing, in general may be defined as tasks undertaken by a designated authority to verify that the defined safety regulatory objectives and requirements are met in an effective manner.

QCAA will obtain that verification primarily through the conduct of audits or by analysing the output or effectiveness of the provider’s processes and procedures.

QCAA may engage the services of specified organizations or experts from other Organisations to conduct audits on behalf of the QCAA/ANS Inspectorate.

These Organisations and experts need a specific authorization by the QCAA.

1.2.5.2.1 Initial Safety Oversight

The procedures to gain objective information to enable a decision to be made to permit an ANS-Organisation to operate in a particular ATM functional area as well as the introduction of new systems and changes to existing systems. Safety regulatory auditing will be used to obtain information to assist the ANS Inspectorate in making decisions relating to the initiation of operations by an ATM service provider.

This procedure is termed “Initial Oversight”.

Initial Oversight may also be required following changes to the organisation or infrastructure of the service provider in order to verify that the changes have not
negatively impacted on the service provider’s ability to continue to provide services with the necessary level of safety.

The responsibility to demonstrate to QCAA/the ANS Inspectorate that the resulting system will meet all appropriate safety requirements throughout its complete lifecycle lies by the specific service provider.

1.2.5.2.2 ONGOING SAFETY OVERSIGHT

Following initial oversight, the ANS Inspectorate will need to implement an annual audit programme designed to verify the continued effective operation of the service provider’s management and hence allow for continued operation of the ATM service provider.

This procedure is termed “On-going Oversight”.

Ongoing safety oversight includes all procedures undertaken by QCAA/ANS Inspectorate to verify that safety objectives continue to be met for the operational lifetime of the function or system.

The verification procedures of the ongoing safety oversight include the monitoring of safety performance and safety regulatory audits which are normally done routinely.

Ad-hoc audits may be initiated where received information suggests that such action is necessary.

1.3 QCAA MANAGEMENT SYSTEM

This Manual is part of the QCAA overall management system and, as such, is subject to the QCAA document management and quality assurance processes. Consequently, the procedures in the Manual will be reviewed regularly for their accuracy, efficiency and effectiveness, amended as necessary and incorporated in a revised version of the Manual.

The QCAA management system, through the procedures and processes of this Manual and the manuals of the other technical departments (i.e. flight operations, airworthiness, aerodromes etc.), ensures the QCAA has adequate and effective internal interfaces between its different technical departments.

Such interfaces ensure those different technical departments provide consistent regulation and oversight through proper consultation and collaboration as appropriate. Furthermore, they promote a culture of collective learning throughout the QCAA leading to a continual process of improvement in the regulatory environment.

In addition, the management system ensures effective interface arrangements with external regulatory or governmental organizations.
The technical departments of the ANS Inspectorate are also supported by the human resources, finance and legal functions to ensure the provision of effective safety regulation and safety oversight.

1.4 **COMPLAINS TO THE QCAA**

Should a person or organisation wish to complain about any aspect of the QCAA policy and procedures herein or have any grievance in respect of their application, that person or organisation should inform the Chairman QCAA by letter at the address below. The letter should provide sufficient information to enable a proper response.

Address of the Civil Aviation Authority of the Qatar is as follows:

Qatar Civil Aviation Authority  
P.O. Box 3000  
Doha  
State of Qatar
PART 2 ANS SAFETY OVERSIGHT PROCEDURES

PROCEDURE 1: AUDIT MANAGEMENT

Guidance: Auditing means all procedures used to obtain independent evidence that will provide confidence in the effective operation of a management system that has been designed to enable an ATM-organisation to meet defined objectives or regulatory requirements.

Safety regulatory auditing is auditing organised by the QCAA ANS Inspectorate in order to obtain confidence in the ability of the service provider to operate an effective management of safety which meets the applicable safety regulatory requirements and provide a safe service.

To ensure that safety regulatory audits are effectively managed, audits need to be organised in a planned and systematic manner to provide the QCAA/ANS Inspectorate, through its designated “point of responsibility”, with appropriate information to support the initial oversight and the on-going oversight of ATM service providers.

The QCAA/Senior ANS Inspector shall always be in full control of the audit procedures and of the auditors.

The ANS Inspectorate should use an internal audit process as a means of monitoring the continued compliance with their own safety regulatory audit procedures.

Objective: To ensure that the QCAA/ANS Inspectorate meets its responsibilities in respect of auditing the effective implementation of all applicable safety regulatory requirements.

1. Creation of the Annual Audit Programme

Scope: This procedure describes all stages of the QCAA/ANS Inspectorate activities in the planning and conduct of audits of all ANS providers against applicable regulatory requirements. It includes the determination of the required qualification and training of ANS Inspectorate staff/auditors.

Responsibility: The Senior ANS Inspector has the overall responsibility for the implementation, review and revision - as necessary - of the safety oversight activity, including the safety regulatory audit process/procedures.

He is responsible for resourcing the various functions
The ANS Audit Management Procedures

The Audit Management Procedures consist of the following stages/processes:

a) Annual Audit Programme
b) Audits
   i) Scheduled/planned Audits
   ii) Ad-hoc Audits
   iii) Conduct of Audits
   iv) Audit Report Requirements
   v) Classification of non-conformities incl. identified unsafe conditions
   vi) Follow-up actions
   vii) Special procedures if unsafe conditions are found during audits
c) Qualification and Training Requirements.

1.1 ANNUAL AUDIT PROGRAMME

The Annual Audit Programme of safety regulatory audits shall:

a) Cover all the areas of potential safety concern and focus, but not exclusively, on those areas where problems have been identified as a result of monitoring safety performance,

b) Include audits to address all the ATM service providers and the different ATM services operating under their responsibility,

c) Conduct sufficient audits, over a period of at least once every two years, to check the compliance of all ATM service providers under their responsibility with applicable safety regulatory requirements in all the functional areas of relevance,

d) Include sufficient audits to follow up the implementation of corrective actions intended to address non-conformities found in previous audits,

e) Allow for the modification of the objectives of pre-planned audits, and the inclusion of additional audits to those originally programmed, wherever that need is identified in the safety oversight activities of the ANS Inspectorate.

f) Be based on sound considerations including identified safety risk, confidence in the service provider and previous audit results and not on the limitations of audit resources available to the ANS Inspectorate.
Responsibility: Senior ANS Inspector

1. The Senior ANS Inspector will, every November\(^1\), finalise, document and sign the next year’s Annual Audit programme of safety regulatory audits of each ANS Provider and the different air navigation services operating under the QCAA responsibility.

2. The Annual Audit Programme shall identify:
   a) the QCAA ANS Inspectorate point of responsibility (POR) in respect of each audit;
   b) any other organisation or specialist personnel acting as auditors on behalf of the ANS Inspectorate (if necessary).

3. When planning the Annual Audit Programme the following additional factors will be taken into account:
   a) all ANS functional areas shall be audited at least once every two years;
   b) any (significant) system change;
   c) ANS system performance indicators;
   d) other performance indicators.

4. The Senior ANS Inspector will need to ensure that there is sufficient audit resource to undertake safety regulatory audits, including those undertaken as part of initial and on-going oversight, together with unscheduled audits or any additional necessary audits in response to noted problems or specific corrective action verification activities. They will need to identify both short and long-term audit resource requirements to meet their obligations for providing effective oversight of all ATM service providers operating under their responsibility.

1.2 AUDITS

Auditing is a process requiring an independent auditor to search for evidence in order to verify that a system is functioning in the way that the organisation has declared that it should function in order to meet higher level objectives such as applicable safety requirements. These requirements together with the declared system (as defined for example in the form of a Safety Management System - SMS) will be the auditor’s baseline against which the verification is performed.

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\(^1\) November is driven by the need for the audit programme to commence in January
The audit will always be a sampling activity, never a 100% check, and is designed to provide confidence in an organisation’s ability to meet applicable regulatory requirements and to operate a safe system.

The implementation of a service provider’s procedures/processes can only be judged by an auditor to be effective if all components of the ATM service are performing satisfactorily (e.g. verification of compliance with applicable safety requirements). This might require examination of the process used by the ATM service provider to identify the performance criteria to provide assurance that the equipment is suitable to support the ATM service and to audit that such performance criteria have been met in the past (e.g. through audit of maintenance records) and continue to be achieved (through audit of current performance).

Audits involve the collection of evidence in order to verify that what should be happening is actually happening. This requires the auditor to work with information obtained from interviews and questioning of staff and undertaking the necessary investigations to find the evidence that proves conformity or nonconformity as the case may be.

Audits can be performed as

- planned/scheduled in the published Annual Audit programme,
- as additional “ad-hoc audits”, or
- as “Desk Audit” (the auditor will check the documentation/the written procedures against regulatory requirements).

Planned/scheduled Audits and ad-hoc-audits shall include an on-site visit; desk audits do not include an on-site visit.

1.2.1. SCHEDULED OR PROGRAMMED AUDITS

Responsibility: Senior ANS Inspector

The ANS Inspectorate will notify each ANS Provider of the audit scope 60 days before the scheduled commencement of an audit.

30 days before the scheduled audit the ANS Inspectorate shall appoint an Audit Team Leader and an audit team if necessary, suitable to the audit task.

1.2.2 AD-HOC AUDITS

The Senior ANS Inspector may initiate an ad-hoc audit where received information or other evidence suggests that such action is necessary in an ANSP or at a specific unit. Such evidence will normally arise from previous audits; performance indicators or from a trend observed in occurrence reports. In such circumstances notification to the ANSP shall be at the discretion of the Senior ANS Inspector.

Ad-hoc audits shall be conducted in accordance with this procedure.
1.3 **AUDIT PLANNING**

In order to make best/effective use of the time available audits must be planned. Such planning must ensure that specialist knowledge held by individual auditors is also put to best use and that neither the audit team’s nor the staff members of the audited organisation’s time is wasted.

The planning process must include all phases of the audit, including any document review and report preparation as well as the on-site visit.

An individual audit forms part of an overall safety oversight process. The audit team may need to take account of the findings of previous audits and other information provided by the ANS Inspectorate or the service provider when planning their work.

The audit team leader should ensure that the audit plan takes account of such actions in order to ensure that sufficient resources are available.

The auditor must always remain in control of the process of information gathering otherwise the results will be of limited value. In order to remain in control auditors will need to consider in advance of the audit what evidence they require and a general plan or strategy that will be adopted to obtain this evidence in a systematic and unbiased way. They will therefore need to undertake sufficient audit planning in advance of the audit.

The audit planning will need to be undertaken at two levels:

a) Planning the visit to the service provider;

b) Planning the audit activities to be undertaken during the visit.

It is a primary responsibility of the audit team leader to ensure the adequacy of audit planning and the following of plans by individual auditors to ensure achievement of audit objectives.

**Preparation for an Audit**

**Responsibility: Point of Responsibility (POR)**

- The POR requests an auditor to undertake an audit.
- The audit purpose, scope and objectives should be clearly defined by the POR.
- An auditor should be designated as the audit team leader although the audit may not involve any additional auditors or support staff

**Responsibility: Audit Team Leader**

- Ensure that the audit purpose, scope and objectives are clearly defined and understood before proceeding with the audit activity.
Responsibility: Auditor

Preliminary preparation for the audit requires the auditor to:

- Develop an understanding of the organisation to be audited that is sufficient to enable the audit to be conducted.
- Identify, or confirm with the POR, which specific provisions of the applicable safety regulatory requirements are to be verified and in which areas of the ATM service provider, or in relation to which regulatory processes.
- Determine a suitable audit visit schedule and decide the composition of the audit team.
- Communicate with the organisation to be audited to advise them of the audit intention, the objectives and scope of the audit, and where necessary the audit visit schedule to enable the organisation to ensure availability of appropriate personnel.

The audit visit schedule is an output from the preliminary audit preparation stage. It will identify those departments or areas of the service provider that are to be audited, giving sequence and times to be spent by auditors in each department / area.

Once the (preliminary) preparation has been undertaken, an audit visit schedule provided and an audit team put in place, the audit team leader shall meet with the audit team and allocate audit tasks to each auditor indicating clearly the department / areas of the ATM service provider, or specific processes, that they are required to audit, together with details concerning the specific regulatory requirements, and associated paragraphs to be verified.

Note:

In some cases it may be appropriate for the auditor(s) to undertake a “pre-audit visit” in order to obtain the necessary information to enable the auditor to begin planning the audit. Such visits may involve guided tours of the facility and explanations of how the organisation functions.

The auditor may also request key documents that will be used assist this understanding and facilitate audit planning.

Detailed Audit Planning

For an Initial Oversight it is necessary to verify all such individual requirements of the appropriate regulation(s) within specific areas, units or departments of an ATM service provider, without necessarily checking them in all the areas, units or department where they must be implemented.

For any audit it will be necessary to decide which of these are to be verified in relation to the specified applicable safety regulatory requirements against which the audit is being conducted.
Responsibility: Point of Responsibility (POR)

The Point of Responsibility shall determine the specific applicable safety regulatory requirements against which the audit is being conducted.

Responsibility: Audit Team Leader

- The audit team leader decides on the ‘sample’ of such individual requirements to be verified within each department or functional area of the service provider organisation.
- He has to consider the results of preceding activities, such as a document review, together with previous knowledge or safety performance of the service provider to assist in the sample determination.
- This will enable the audit team leader to produce an audit visit schedule. This schedule shall clearly identify the audit resources, how long each auditor will be spent in each department, the sequence of departments and over how many days the audit is to be conducted (the team leader may meet with the proposed audit team members to discuss, agree and finalise the schedule before it is sent to the service provider).
- The audit team leader shall agree audit visit schedules, including travel arrangements, team composition and the applicable safety regulatory requirements (or parts thereof) to be verified, with the POR.
- The audit team leader communicates this visit schedule to the ATM service provider - at least one month in advance of the planned audit.
- The audit team leader shall also clarify and confirm such matters (in advance) as:

  Means of access to the facility, car parking, security arrangements, etc.

1.4 CONDUCT OF AUDITS

The Annual Audit Programme shall identify the QCAA ANS Inspectorate’s “Point of Responsibility” (POR) in respect of each audit.

Responsibility: Point of Responsibility (POR)

The main responsibilities of the designated Point of Responsibility (POR) are:

- Ensure the proper management of the audit(s) for which the ANS Inspectorate is responsible.
- Identify the audit “scope” and “objectives” together with appropriate sampling against applicable safety regulatory requirements for each audit undertaken;
- Nominate audit team leaders amongst the personnel with appropriate qualification, available within the ANS Inspectorate;
- Agree with audit team leaders the necessary audit team members for each audit,
- Receive the audit report produced by the auditors.
• Ensure that the audit findings are communicated to the senior management of the organisation audited.
• Request corrective action to address the non-conformities identified.
• Assess the corrective actions determined by the auditee, and accept them or not.
• Keeping proper records.
• Undertake additional actions if required, such as providing inputs to:
  a) Support the decisions related to the oversight procedures.
  b) Allow the Senior ANS Inspector to maintain and refine the Annual Audit Programme (e.g. as regards follow up audits).
  c) Inform the Senior ANS Inspector as regards the need for sanctions in accordance with the existing regulatory framework.

It should be noted that nothing prevents the ANS Inspectorate from combining the role of the designated “point of responsibility” with other functions within the ANS Inspectorate.

Audit Team Leader

The term “Team Leader” is taken to mean the person delegated the task of performing an audit where the audit activity requires one or more auditors.

The audit team leader should be appointed by POR.

The “Audit Team Leader” can be appointed amongst the ANS Inspectorate’s staff or, wherever applicable, be proposed by the QCAA involved in the conduct of the specific audit and accepted by the POR.

Audit Team Leaders should meet specific qualification and experience criteria defined by the ANS Inspectorate.

Responsibility: Audit Team Leader

Audit team leaders have specific responsibilities in relation to the audit process – they are placed in overall charge of the audit.

The specific responsibilities of the audit team leader include:

• Co-ordinating with the POR in the ANS Inspectorate;
• Identifying the audit resources (auditor/days) needed after reviewing the documentation relevant for the audit;
• Ensuring the adequacy of audit planning and the following of plans by individual auditors;
• Liaising with the service provider throughout the audit process, ensuring the adequacy of communication with the main point of contact in the service provider throughout the duration of the audit visit,
• Assisting with the selection of other audit team members to undertake specified audit tasks;
• Preparation of the audit team members;
• Allocating tasks to individual auditors;
• Finalising the audit report and submitting it to the “designated point of responsibility” in the ANS Inspectorate.

Responsibility: Audit Team Members (Auditors)

The auditors, including the audit team leader, should be responsible for:

• Complying with applicable audit procedures and working practices, communicating and clarifying them appropriately;
• Planning and carrying out assigned responsibilities effectively and efficiently:
• Studying key documents to facilitate their understanding of the service provider and processes forming the subject of the audit:
• Verifying the requirements assigned by the audit team leader within the time allocated:
• Documenting the observations and reporting the findings:
• Retaining and safeguarding audit documentation in accordance with the procedures established for audits:
• Keeping confidentiality with regard to findings of the audit and the information gathered during the audit.

Audit team members should meet specific qualification and experience criteria defined by the ANS Inspectorate.

Conduct of audits (on-site phase)

It is the responsibility of the audit team leader to ensure adequacy of communication with the service provider main point of contact throughout the duration of the audit visit, and to ensure throughout all stages that the audit is conducted in a fully acceptable and open manner.

The time of arrival of the audit team, together with the intention to hold a brief audit entry meeting, should be confirmed with the organisation.

Audit Entry Meeting

Upon arrival at an ANSP and before commencing any audit activities the audit team leader should hold a brief audit “Entry” meeting in order to

• introduce the audit team,
• communicate the objectives and scope of the audit, and
• provide details concerning the basic audit process to ensure that both parties have a clear understanding of how the audit is to be undertaken.

The entry meeting is an opportunity for the audit team leader to ensure that the ANSP management understands and feels comfortable with the process that is about to be undertaken.
If the audit is being conducted over several days the audit team leader should consider offering a short meeting at the end of each day - when results obtained so far may be indicated to a designated member of the management team.

Detailed discussion concerning any findings should be avoided; however it may provide opportunities for clarification on either side.

**The Audit Investigation**

It is the responsibility of the audit team leader to ensure that audit investigations are conducted effectively and that the audit objectives are achieved.

The audit team leader is responsible for managing the audit and the audit team, and for acting as the main communication channel with the ANSP throughout the audit process.

Each auditor is responsible for verifying the required requirements within the time allocated, and for ultimately ensuring that they satisfy their respective audit objectives.

**Audit Exit Meeting**

Before leaving the audited organisation the audit team leader should always ensure that the audit findings are presented to the audited ANSP both verbally and in writing.

It is good practice to conduct a short exit meeting, chaired by the audit team leader and attended by all audit team members and to which the management team of the audited organisation are invited. The audit findings are to be clearly presented to the audited organisation by means of a short presentation by the audit team leader, and copies of the audit findings in the form of well written noncompliance statements are passed to the audited organisation.

Exit meetings should be brief and should not be used to debate the findings. It is only necessary to ensure that the ANSP understands the findings. It is important that all findings are expressed factually and objectively and that they are not merely the auditor’s.

As a general rule, auditors must NOT make any recommendations to service providers in relation to the specific corrective action that must be taken to overcome a reported audit finding as this will effectively transfer the ownership of the failed process from the service provider to the ANS Inspectorate and render the ANS Inspectorate liable to any resultant consequences.

**Audit Close-out**

Once the ANS Inspectorate is satisfied that the root cause of an originally reported nonconformity has been addressed, and no further symptoms of the problem have been noted during the follow up audit then the audit may be ‘closed out’.
This will require a formal sign off of the original audit finding and associated corrective action to indicate that the follow up audit has revealed no further similar findings and the audit report is ‘closed’. The date of the follow up audit and the verification action(s) should be recorded.

1.4.1 INDICATORS FOR THE CLASSIFICATION OF NON-CONFORMITY SEVERITY LEVELS

Non-Conformities

Level 1: Any non-compliance with the applicable safety regulatory requirements which lowers the safety standard and **significantly** hazards the safety of aircraft.

Level 2: Any non-compliance with the applicable safety regulatory requirements which lowers the safety standard and **may possibly** hazard the safety of aircraft.

Level 3: Any non-conformity within the ANSPs Safety Management System which is not considered to be Level 1 or Level 2.

1.4.2 SPECIAL PROCEDURES IF UNSAFE CONDITIONS ARE FOUND DURING AUDITS

Responsibility: Lead Auditor

a) The Lead Auditor shall immediately notify the Director of QCAA/Senior ANS Inspector if an audit reveals an unsafe condition: then Director of QCAA/Senior ANS Inspector will, identify the severity level of the condition found (using indicators above).

b) On notification the Director of QCAA/Senior ANS Inspector will, if an audit reveals ‘Level 1’ non-conformities, ensure immediate action is taken by the ANS Inspectorate.

Depending on the case, measures taken may include:-

- The determination of corrective actions to be implemented by the auditee in a specific period of time.

- The imposition of sanctions, operational restrictions and any other enforcement measure such as the revocation or suspension of relevant approvals.

- For non-conformities of Level 2’ and below the normal corrective action process should be followed.
1.4.3 Undertaking Audits on Behalf of the ANS Inspectorate

Situations may exist where provisions are established, including relevant international agreements wherever appropriate, to allow for a delegation of the conduct of audits to a foreign Supervisory Authority different from the one responsible for the supervision of air navigation services provided in a specific airspace.

These situations may concern different States and, as a general principle, this sort of arrangements can only be implemented with the agreement of the States responsible for the airspaces considered. The agreements established between States with regard to the delegation of the provision of air navigation service to another State should address these aspects.

From a purely practical perspective, the ANS Inspectorate may wish to establish arrangements with another foreign Supervisory Authority to delegate the conduct of safety regulatory audits in regard to some of the ANS services under its responsibility.

This may take place in various situations, for example in the case of an airspace geographically isolated or surrounded by airspace where the provision of ANS is subject to the supervision of a second foreign ANS Inspectorate/Supervisory Authority.

In that regard, it should be noted that the NSA function denotes an existing regulatory task which applies to the relevant authorities of any State who has accepted the responsibility for regulating and providing air navigation service functions over its territory and associated areas.

In any of those cases, the ANS Inspectorate is responsible for the safety oversight of the services provided in a specific airspace. A second Supervisory Authority conducts audits on behalf of the ANS Inspectorate, although the ANS Inspectorate is the one nominated/established by the State responsible for regulating an providing air navigation services in that airspace.

1.5 Audit Report Requirements

The ANS Inspectorate shall develop an audit reporting process and report formats (to support the Inspectorate’s needs as regards to Initial and Ongoing Oversight). Auditors are required to use this process and the report formats to communicate the results of audits within the Inspectorate.

1.5.1 ANS Inspectorate – Internal Audit Reports

The internal audit reports shall be confidential to the ANS Inspectorate and include the following items:

- date of oversight visit (on-site phase),
- auditor(s), audit team,
• observers / specialists accompanying the auditors (if appropriate),
• objectives and scope of the audit,
• summary statement / audit conclusions,
• audit schedule (areas of the service provider visited together with times spent in each area),
• overall status of this oversight visit in relation to the Inspectorate’s annual audit programme in relation to the organisation being audited,
• details of the specific management system elements / paragraphs sampled,
• status of previously agreed corrective actions (if forming part of this audit),
• reference documentation used to plan the audit,
• specific documentation/records reviewed during the audit,
• key staff interviewed,
• specific activities observed,
• details of identified non-compliances (the NSA may have methods for determining significance),
• supporting details in relation to identified non-compliances,
• general audit observations,
• recommendations to the Inspectorate by the auditor(s).

The following items may also be considered for inclusion as attachments to the report:

• Auditor(s) check lists and associated notes,
• Copies of evidence (permission to use these should be obtained from the service provider),
• Auditor’s notes relating to audit samples, responses to questions, requests for information etc.

If the above are not attachments to the report, the retention of all these audit records shall be ensured.

The reporting process should ensure that the identified non-compliances are accurately reported to the ANS Inspectorate, and remain exactly as communicated to the service provider before the audit team completed the oversight visit.

The report may also express any opinions of the auditor or comments that the auditor wishes to make to the ANS Inspectorate regarding the noted situation in the service provider.

1.5.2 COMMUNICATION WITH THE AUDITED SERVICE PROVIDER

The ANS Inspectorate’s POR should communicate as a minimum the following information to a service provider within a reasonable timeframe of the audit visit:

• Date of oversight visit (on-site phase),
• Auditor(s), audit team,
• Observers / specialists accompanying the auditors,
• Objectives and scope of the oversight audit,
• Audit schedule (areas of the service provider visited),
• Details of non-compliances identified by the audit team,
• Response of the ATM service provider to identified non-compliances,
• Requirements for corrective actions, *(including timeframes - determined by perceived significance/impact on safety)*,
• Considerations for investigations *(relating to auditor(s) general observations)*,
• Intended ANS Inspectorate’s audit follow up action(s),
• ANS Inspectorate’s conclusions - *(relating to continued operation, limited operations, sanctions etc.)*.

1.5.3 **AUDIT RECORD SYSTEM**

The ANS Inspectorate will need to be able to demonstrate to third parties that it is in full control of its safety oversight process and that judgments made relating to continued service provider operation are based on factual data.

The ANS Inspectorate should also be able to demonstrate that corrective actions in relation to reported non-compliances are being monitored and effectively verified for adequacy, and that there is full justification for extensions to timescales for corrective action implementation.

Consequently, the ANS Inspectorate shall set up a safety regulatory audit records system which will not only serve as a repository for all audit records, but will also provide a valuable source of data to be used for future safety oversight planning, and provide evidence of an effective audit process to third parties.

The ANS Inspectorate shall ensure the retention and access to the records of all audit activities and related results.

The Lead Auditor will create and forward an audit report, including the details of the non-conformities and their severity levels, to the Senior ANS Inspector no later than 14 days after the end of the audit.

He/she will:

a) Ensure that the audit findings are communicated to the senior management of the ANS Provider or other organisation audited within 14 days of completion of the audit;

b) Request the submission by the audited service provider or other organisation, no later than 30 days after completion of the audit, of a time-bound programme of corrective actions to address the non-conformities identified.

1.6 **FOLLOW-UP ACTIONS**

**Responsibility: Audit Team Leader**

a) The team leader or his nominated representative will assess, within 14 days of receipt, the received corrective actions submitted by the ANS Provider. Those corrective actions assessed by the service provider as sufficient to address the root causes of the identified non-conformities found in the audit will be accepted. The ANS Provider will be informed if any of the
corrective actions are not considered appropriate and are, therefore, unacceptable.

b) The Senior ANS Inspector or his nominated representative will review and notify the team leader his acceptance, or otherwise, of the timetable proposed by the service provider for the implementation of the agreed corrective actions.

c) The team leader or his nominated representative will notify the ANS Provider of the timetable for completion of subsequent follow-up audits.

d) The team leader or his nominated representative shall maintain the “QCAA Oversight Log” to demonstrate, in respect of each audit conducted:

- the identified non-conformities;
- the corrective actions;
- target dates for their implementation
- the audit observations, and
- completion of follow-up actions.

Responsibility: Audited Service Provider/Organisation

a) It is the responsibility of the audited organisation to confirm to the team leader the completion of agreed corrective actions. If, in exceptional circumstances, it is not possible for these actions to be completed within the agreed time-scale, the team leader will require that an alternative plan is produced by the organisation. A follow up audit may be scheduled in order to establish the status of corrective actions or improvements.

b) When individual corrective actions are verified by the team leader as having been implemented and effective the entry in the Oversight Log will be signed off.

c) Annually, the Senior ANS Inspector shall organise a review of all audit reports to establish trends and consider:

- whether implemented corrective actions taken are considered effective;
- whether some findings have wider safety implications requiring closer attention;
- whether changes or improvements are needed to the audit procedures;
- whether lessons learned from the current year’s audits are disseminated to all staff of the ANS Inspectorate.

1.7 **QUALIFICATION AND TRAINING**

The Senior ANS Inspector must ensure that audits are conducted only by appropriately qualified and competent auditors of the Inspectorate.

Responsibility: Senior ANS Inspector

- Select the auditing staff (or accept it wherever other organisations are involved).
• Identify qualification criteria for auditors and supplying the required levels of training for the auditors of the Inspectorate.
• Ease the uniformity of the auditor’s performance from audit to audit.

Amongst various measures this may, for example, include:

a) Provide harmonised tools (e.g. forms) and guidance material for its use by auditors,

b) Monitor the auditor’s individual performance,

c) Ensure the interchange of auditing personnel between groups.

• Monitor audit effectiveness, by means of specific actions which may include:

a) Direct consultation with the clients of the audits including the point of responsibility designated in accordance with ESARR 1 and other NSA management functions involved in decision-making based on the findings from audits.

b) Obtaining feedback from the auditees in a systematic manner, for example by means of questionnaires or regular surveys.

c) Obtaining feedback from the auditors themselves on the adequacy of the time / resource allowed for the conduct of audits which in turn impacts on the ability to achieve audit objectives.

Evaluating the resources necessary to implement the annual programme of safety regulatory audits and bringing any additional resource requirements to the attention of the QCAA.
PROCEDURE 2: CERTIFICATION/APPROVAL OF ANS SERVICE PROVIDERS

Objective: The objective of this procedure is to ensure that a tolerably safe service is supplied by all providers of air navigation services through the certification/the approval of a service provider organisation against the appropriate ICAO requirements laid down in ICAO-SARPS and Annexes.

Scope: This procedure applies to the people, procedures and equipment of all ANS providers operating in the airspace Qatar.

Responsibility: The Senior ANS Inspector has overall responsibility for this procedure.

2.1 APPLICATION RECEIPT PROCESS

Responsibility: Senior ANS Inspector

a) The Senior ANS Inspector shall designate a person as the focal point with responsibility for the management of applications (certification/approval) from ANS Provider(s).

b) The Senior ANS Inspector shall publish the application procedure(s) and the relevant forms which have to be used by the applicant(s).

Responsibility: Focal Point

a) This focal point shall acknowledge receipt of all applications within ten working days of receipt.

b) This focal point shall determine if the applicant meets any eligibility criteria specified by the Senior ANS Inspector and inform the applicant within ten working days of receipt, in writing, whether or not (including the reasons) the application has been accepted for further investigation.

c) The focal point shall check all applications and notifies the applicant in writing within twenty working days of receipt detailing any omissions and errors.

d) The focal point, supported by appropriate experts, shall make a first assessment of the documentation received and prepare a schedule of actions for handling / processing the application.

[Note: The duration for conducting the full document review and audits necessary for the initial oversight process will depend upon various factors (including range and detail of documentation, numbers of ANS units, systems' complexities, the correction of non-conformities, etc.) and will therefore be a subjective estimate. The ANS Inspectorate should, however, define an appropriate time.]
e) The focal point shall inform the applicant of the schedule of actions within two months of receipt of a correct application.

2.2 CERTIFICATION/APPROVAL PROCESS

The duration of this process should be no longer than 6 months, excluding any time needed by the Provider to address non-conformities.

Responsibility: Senior ANS Inspector

a) The Senior ANS Inspector shall nominate a Certification/Approval Team Leader to manage the initial oversight of each eligible applicant.

Responsibility: Certification/Approval Team Leader

a) The name of the Certification/Approval Team Leader shall be notified to an eligible applicant by the Certification/Approval Team Leader.

b) The Certification/Approval Team Leader shall establish a certification/approval team, the size of which will depend on the extent of the initial oversight investigation.

c) The certification/approval team shall conduct the initial oversight documentation review and audits in accordance with Procedure 1 of this Manual.

2.3 ISSUE OF A CERTIFICATE/APPROVAL

Responsibility: Certification/Approval Team Leader

Once all non-conformities have been satisfactorily addressed following initial oversight investigations, the Certification/Approval Team Leader shall inform the Senior ANS Inspector to issue a Certificate/Approval (as requested), with conditions attached if applicable.

Responsibility: Senior ANS Inspector

Certificates shall be signed and issued by the Senior ANS Inspector.
PROCEDURE 3: OVERSIGHT OF THE INTRODUCTION OF CHANGES IN ATM SYSTEMS

Objective: The objective of this procedure is to ensure the independent verification in the public interest:

a) that ATM system changes are assessed for safety significance;

b) that any associated risks are reduced to tolerable levels prior to the implementation of any change; and

c) that such risk assessment and mitigation addresses the total ATM system through the complete lifecycle of that system.

Scope: This procedure applies to all changes to ATM systems and supporting services under the managerial control of an ANSP.

Responsibility: The Senior ANS Inspector has overall responsibility for this procedure.

3.1 GUIDANCE ON THE LEVEL OF OVERSIGHT NEEDED

The level of safety oversight involved for the acceptance of a safety change to an ANS system depends on both:

a) the significance of the change;

and

b) the level of maturity of the provider’s safety management system.

The ANS Inspectorate will categorise the proposed change as follows:

Category 1:

This will normally involve a (major) change to the ANS system that could introduce new hazards that have not been previously assessed. A full systematic safety assessment is necessary. This may involve extensive liaison with the service provider resulting in the delivery to the ANS Inspectorate of a safety case which will include the provision of some or all of the following documentation:

- an Operational Concept
- a safety plan;
- a method of performing hazard identification, the hazard identification itself, the risk assessment and the risk mitigation strategy;
- a transition plan for the implementation of the change.

A programme of auditing of the new system will normally be undertaken to establish that the equipment, procedures and people continue to support and maintain a safe system at all times.
Category 2:

This change could introduce new hazards into the system. However, a similar change has already been assessed. A systematic safety assessment, based on the results of the previous assessment and the effects of the changes introduced, is necessary.

Category 3:

This refers to changes to an ATM system that do not result in hazards. These changes would normally be implemented directly through the provider’s SMS procedure and be audited as part of on-going safety oversight.

3.2 NOTIFICATION PROCEDURE

Responsibility: ANS Service Providers

a) ANS Service Providers/Organisations are required to notify their planned changes to the ANS Inspectorate, in advance even if their relation to safety is still unknown.

b) Changes that are safety related shall be notified (including a proposal of the category of that change) as soon as they are planned and sufficient data are available about them, for example at the time they are budgeted or included in the business or annual plan.

It is sufficient to get a copy of the ‘Change Notification, to fill it in, to get it signed by the Service Provider’s Safety Manager and to send it back to the Senior ANS Inspector together with its mandatory attachments if any.

Hard copies as well as electronic versions of the notification form and its attachments are accepted. Electronic versions shall be sent by the Service Provider’s Safety Manager.

c) Planned safety related changes shall be notified as soon as possible.

d) Air navigation service providers shall communicate to the ANS Inspectorate any modification associated to a safety related change.

3.3 NOTIFICATION RECEIPT AND OVERSIGHT PROCEDURE

Responsibility: Senior ANS Inspector

On receipt of such notification, the Senior ANS Inspector will nominate in writing an auditor who will have ANS Oversight responsibility regarding the proposed change.
Responsibility: Nominated Auditor

a) This auditor will advise the ANS Project Safety Manager within 7 days of any initial documentation required to enable a decision to be made on the requirement for and level of regulatory oversight of the change.

b) Following receipt of the initial documentation the auditor will, within one month consult the ANS Service provider as necessary:

c) notify the ANSP Safety Manager of the extent of the Safety Case required in respect of the change;

d) agree with the ANS Safety Manager, and document, the timescales and dates for the production and response to elements of the safety case.

If appropriate, the nominated ANS Oversight person will:

a) initiate the creation of an audit plan in respect of the change;

b) ensure that the planned audits are carried out.

The auditor will establish file on the change to which all relevant documentation will be attached, including records of any regulatory activity.

He will ensure that records of documents of approval issued and associated documentation are kept according to QCAA document control procedures and in such a manner that allows the ANS Inspectorate to track any documents of approval issued in respect of systems or sub-systems through the complete lifecycle of such systems.

Prior to introduction of a (major) change into service the auditor will ensure that:

a) all processes in respect of the change are complete;

b) a formal document indicating that the acceptance of the change has been issued, which includes any safety-related conditions if applicable.

c) The auditor will prepare and submit a summary report to the Senior ANS Inspector the end of the process.

Responsibility: Senior ANS Inspector

The Senior ANS Inspector will ensure that implementation of the change is subject to on-going oversight.
PROCEDURE 4: OCCURRENCE REPORTING OVERSIGHT AND SAFETY DATA MANAGEMENT

Objective: The objective is to monitor ANS system safety performance through:

a) oversight of the occurrence reporting and investigation processes of the ANS Provider(s); and

b) monitoring by the ANS Inspectorate of all ANS occurrence reports in the airspace of Qatar to detect unfavourable trends and to identify key risk areas.

Scope: This procedure applies in respect of all incidents and ATM specific occurrences in the Qatar airspace or at an ANS unit which is subject to safety regulation by the ANS Inspectorate, and which are reportable under the requirements of regulations. In the case of accidents and serious incidents QCAA shall coordinate as appropriate with the appropriate Aeronautical Accident and Incident Investigation Commission.

Responsibility: The Senior ANS Inspector has overall responsibility for this procedure.

4.1 OVERSIGHT OF THE OCCURRENCE REPORTING PROCEDURES OF THE ANS PROVIDER(S)

Responsibility: Senior ANS Inspector

The ANS Inspectorate shall audit, in accordance with Procedure 1 of this Safety Oversight Manual, the ANS Provider organisation(s) to ensure that a formal means exists for systematic and consistent reporting of safety occurrences by any person.

Responsibility: ANS Service Providers

The ANS Service providers ensure that:

a) Each occurrence is uniquely identified, all relevant data is collected, secured, recorded and stored in a manner which ensures their quality and confidentiality.

b) There is a formal means of safety occurrence investigation and assessment by personnel with the necessary expertise.

c) There is a process:
• for the immediate investigation of occurrences considered to have significant implications for flight safety and/or the ability to provide safe air navigation services;

• to take any necessary remedial action.

d) The severity of each occurrence is determined, the risk classified, and the results recorded.

e) There is objective analysis of occurrences to identify how the ANS system contributed or could have contributed to reduce the risk and the results recorded.

f) There is a means by which safety recommendations, interventions and corrective actions are developed, recorded where necessary, and their implementation monitored.
PROCEDURE 5: ATM INCIDENT AND OCCURRENCE INVESTIGATION

Objective: The sole objective of the investigation of an incident in which ATM is implicated or an ATM-specific occurrence is the prevention of accidents and incidents.

It is not the purpose of this activity to apportion blame or liability.

Scope: This procedure applies in respect of any reportable incident or ATM specific occurrence in the Qatar airspace or at an ANS unit which is subject to safety regulation by the ANS Inspectorate and which the QCAA or the Senior ANS Inspector decides to investigate independently of the ANSP.

Responsibility: The Senior ANS Inspector has overall responsibility for this procedure.

5.1 INVESTIGATION PROCESS

a) The Senior ANS Inspector shall, within one week of the reported incident, nominate a person (the Investigator) of the appropriate expertise for the investigation task.

b) The investigator shall as soon as possible commence the investigation including:

- collect the evidence from the ANSP;
- acquire reports from involved flight crew where appropriate;
- review evidence with support from a different technical specialist if needed;
- get transcripts of all air/ground and ground/ground communications (including intercom, telephone and direct verbal if recorded) relevant to the incident;
- listen to all communication recordings;
- replay radar/surveillance recordings;
- interview involved personnel (human factors specialist assistance should be considered for this task).
c) On completion of the investigation, the investigator shall document the findings and identify causes of the incident/occurrence.

d) The investigator shall submit the report to the Senior ANS Inspector for review.

e) The Senior ANS Inspector shall determine the need for any remedial action(s) relating to technical systems and/or procedures and/or personnel in conjunction with ANSP.
PROCEDURE 6: REGULATION OF TRAINING FOR ANS PERSONNEL

Objective: The objective of this procedure is, in accordance with the requirements of QCAR on ATCO Licensing, Training etc. to:

1. Ensure that Initial Training courses for air traffic controllers satisfy, as a minimum, the relevant requirements of the QCAR on ATCO Training, Licensing and the EUROCONTROL Specification on Common Core Content for such courses.

2. Ensure all ANS Provider units have approved Unit Training Plans (UTPs) for air traffic controllers consistent with the requirements of the QCAR on ATCO Training, Licensing.

3. Ensure all ANS Provider units have approved arrangements for the continuation training of air traffic controllers consistent with the requirements of the QCAR on ATCO Training, Licensing.

4. Ensure all ANS providers and their units have training plans for engineering and technical personnel undertaking operational safety related tasks.

5. Ensure that Initial Training courses and the training conducted in accordance with Objectives 2, 3 and 4 of this Procedure are subject to routine oversight to establish that applicable requirements continue to be met on an on-going basis.

Scope: This procedure applies:

1. To Providers of Initial Training courses for air traffic controllers to provide air navigation services in the airspace of Qatar.

2. To all ANS Providers and their units responsible for the provision of ANS in the airspace of Qatar.

3. To all air traffic controllers and air navigation services engineering and technical personnel undertaking operational safety related tasks in the provision of ANS in the airspace of Qatar.

Responsibility: Senior ANS Inspector

Director of QCAA ANS Department has overall responsibility for the implementation and maintenance of this procedure and shall issue a revised version when:
a) the verification process for extant Initial Training is complete (tasks 1 and 2);

b) when all UTPs and continuation training programmes for controllers have been ‘approved’;

and every 3 years thereafter following

c) approval of continuation training programmes.
PROCEDURE 7: ENSURING THE INCORPORATION OF APPLICABLE INTERNATIONAL REGULATIONS INTO THE INTERNAL LEGAL ORDER OF QATAR

Objective: This procedure defines the QCAA process for ensuring the development of national rules and regulations, based upon any new or amended requirements generated by international bodies such as ICAO which Qatar is obliged to implement.

Scope: This procedure applies in the event of ICAO publishing an amendment to or revised version of an Annex or a new or amended Document.

Responsibility: QCAA

7.1 RECEPTION OF NEW REGULATIONS

QCAA shall, within one week of receipt of the new standards document (see Scope above):

a) Open a file and record the date of receipt;

b) Identify the effective date of any new standard(s) and note in the file;

c) Review the document, identify the affected technical division(s), e.g. Flight Operations, Airworthiness, Air Navigation Services, Airports, and Licensing etc. and annotate the file.

QCAA shall, no later than 2 weeks after receipt of the new standards document:

a) forward it to the Head(s) of the affected technical division(s) for action, as appropriate;

b) advise the Head of the Legal Department of the effective date of the new standards.

Once the new national rule is published, the QCAA shall annotate the file accordingly, add the mapping to international requirements sent by the Head(s) of the affected technical division(s) and close the file.
PROCEDURE 8: SAFETY DIRECTIVES

Objective: This procedure defines the process whereby, where appropriate, the QCAA / The ANS Inspectorate will issue a Safety Directive.

Scope: The ANS Inspectorate will initiate the issue of a Safety Directive in respect of any ANS system, service or component thereof:

a) where it believes such a rule or regulation is in the interest of public safety;

b) when an international body such as ICAO, the EU, EASA generates or identifies the need for a Safety Directive which Qatar is obliged to implement.

Responsibility: Senior ANS Inspector

The Senior ANS Inspector is responsible for the implementation, review and revision as necessary of this procedure.

8.1 INITIATION PROCEDURE

The timescales specified in this procedure are maxima and the Senior ANS Inspector shall accelerate the process to the degree necessary in the interest of public safety (for example, in the event of an unsafe condition being found during an audit - see Procedure 1 of this Manual).

A Safety Directive may be proposed if it is deemed necessary to react urgently by publishing appropriate requirements without recourse to the consultation process in the event of, for example, an investigation of an accident or serious incident in which ANS was found to be a contributory factor.

a) Senior ANS Inspector shall, within one week of receipt, review the proposal and supporting evidence.

b) On the basis of that review the Senior ANS Inspector will decide whether or not to initiate a Safety Directive.

c) The Senior ANS Inspector will appoint a person to conduct the Safety Directive process.

d) The appointed person, within one week of being appointed:

- will determine the scale of the task;
- determine the resources needed to draft the directive.
8.2 **FINALISATION PROCEDURE**

**Responsibility: Nominated Person**

The nominated person (and drafting team) shall finalise the safety directive and submit it to the Senior ANS Inspector for sign off.

**Responsibility: Senior ANS Inspector**

a) If the safety directive has been prepared as temporary or interim amendment to a rule pending a full review and the issue of a fully revised rule, the Senior ANS Inspector shall set the duration of the directive (maximum 18 months) and terminate the review and rule drafting.

b) Finalise the mapping of the new rule to international requirements and sign the safety directive.

This Finalisation stage shall last no more than one week.

8.3 **PUBLICATION PROCEDURE**

**Responsibility: Senior ANS Inspector**

The Safety Directive shall be published and promulgated, through appropriate national regulatory frameworks, within one AIRAC cycle of finalisation and sign off.

8.4 **MONITOR AND REVIEW PROCEDURE**

**Responsibility: Senior ANS Inspector**

The implementation and compliance with a Safety Directive will be subject to safety oversight in accordance with the processes and procedures of this Manual.

The ANS Inspectorate will review the applicability and effectiveness of rules (including Safety Directives) based upon the findings of safety oversight audits or in the light of any relevant and appropriate information being received that would indicate the need for review.
APPENDIX A – SERVICE LEVEL AGREEMENTS

A service level agreement (SLA) is a part of a service contract where the level of service is formally defined. The QCAA ANS Inspectorate will not be responsible to create / establish service level agreements within the ANS department. This appendix is a recommendation how to set up a SLA within the ANS department.

Internal departments (such as IT, HR, CNS, AIS or ATS) in larger organizations have adopted the idea of using service level agreements with their "internal" customers — users in other departments within the same organization. One benefit of this would be to enable the quality of service to be benchmarked with that agreed to across multiple locations or between different business units. This internal benchmarking could also be used to market test and provide a value comparison between an in-house department and an external service provider. Another purpose of SLAs is to specify the level of internal services (such as CNS) necessary to provide certain external services (such as ATS) of sufficiently high quality.

The SLA records a common understanding about services, priorities, responsibilities, guarantees, and warranties. Each area of service scope should have the "level of service" defined. The SLA may specify the levels of availability, serviceability, performance, operation, or other attributes of the service, such as billing.

The "level of service" can also be specified as "target" and "minimum," which allows customers to be informed what to expect (the minimum), while providing a measurable (average) target value that shows the level of organization performance.

The content of a typical SLA covers the following topics:

- Subject matter and scope;
- Participation services;
- Agreement structure;
- Service Level;
- Budgeting and internal cost allocation;
- Signature Page;
- Definitions;
- Service delivery points (optional);
- Escalation and contingency procedures;
- Cost structure; and
- Additional regulations.

In some cases, penalties may be agreed upon in the case of non-compliance of the SLA. It is important to note that the "agreement" relates to the services the customer receives, and not how the service provider delivers that service.
## APPENDIX B – INSPECTOR JOB DESCRIPTIONS

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<th>AIR NAVIGATION INSPECTORATE</th>
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<td><strong>Job Title:</strong></td>
<td>Senior ANS Inspector</td>
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<tr>
<td><strong>Reporting to:</strong></td>
<td>Director Air Safety</td>
</tr>
<tr>
<td><strong>Supervising:</strong></td>
<td>ANS Inspector</td>
</tr>
<tr>
<td><strong>Competency:</strong></td>
<td>Safety Oversight and Overall Organizational Assessment</td>
</tr>
</tbody>
</table>

### Responsibilities:

To provide necessary guidance to develop rules and procedures required to regulate Air Navigation Services in Qatar in keeping with the global and national developments.

To develop required operating regulations and implementing standards where necessary, for the Basic Aviation Legislation and for amending the existing regulations as may be necessary to maintain required safety, efficiency and regularity in Air Navigation Services in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

To ensure supplementary guidance materials and other necessary technical guidance materials issued by ICAO in respect of Air Navigation Services are given effect and updated as necessary.

To make recommendations to the QCAA in regard to the ANS Inspectorate staffing requirement.

Maintain performance indicators, statistics relating to all important duties, functions or activities performed by the ANS Inspectorate.

Provide the Director of Safety with necessary inputs in regard to the work plan that the ANS Inspectorate is expected to perform so that the QCAA budget could be updated accordingly.

To ensure that all inspectors attached to the ANS Inspectorate are provided with necessary empowerments, credentials and authorizations in order to enable them perform the assigned tasks effectively.

To ensure that a complete training plan is prepared for each position coming under the ANS Inspectorate so that the post holder will be able to discharge the assigned functions effectively.
To provide the Director Air Safety with the training requirements of the ANS Inspectorate.

To prepare an annual training plan for each position in the ANS Inspectorate, with due regard to the priorities and resources available, and ensure that all inspectors are fully conversant with and are adequately trained to perform their job to the standards expected.

To ensure availability of written office procedures in respect of each activity being performed.

To ensure the required toolkits for efficient and effective oversight include checklists, audit forms, laptop computers, etc. and is readily available.

To ensure all manuals, written procedures and handbooks issued by the ANS Inspectorate are reviewed and updated as and when required and prepare new guidance material when necessary.

To ensure availability of relevant guidance and reference materials, documents, annexes and other useful publications relating to Air Navigation Services both in printed and electronic format.

To ensure that Air Navigation Services are duly certified in accordance with the applicable regulations, written procedures and other relevant directives issued by the QCAA.

To issue, renew, amend, suspend or cancel ANS Certificates as the case may be and in accordance with the delegation of authority by the QCAA.

To maintain complete, accurate and updated records and database in respect of ANS Certificates.

To develop and implement a systematic annual oversight plan in respect of each ANS Section.

To maintain a complete, accurate and updated database containing data and information gathered during the implementation of the oversight plan.

To analyze the data gathered during the Safety Oversight and adjust the oversight plan and conduct additional activities where necessary based on the trends and associated risks identified.

To ensure necessary enforcement actions are taken in accordance with available regulations.

To ensure proper organization and management of the airspace of Qatar for the effective use of civil air operators in close coordination with the military forces and other ANS providers as appropriate.

To represent QCAA at forums pertinent to Safety Oversight in Qatar and abroad.
To organize and update information in the QCAA website pertaining to the Air Safety Department.

**Minimum Knowledge/Skills/Experience Requirements:**

**Knowledge:**

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of regulatory processes in relation to ANSP delivery.

Comprehensive knowledge of ATC procedures, ATS standards and industry best practices.

Comprehensive knowledge of ICAO rules and regulations pertaining to ANSPs, air traffic controllers and peripheral operational requirements.

Comprehensive knowledge of ICAO rules and regulations pertaining to the operations and delivery of ATS.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern ATC unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment particularly at Director, Senior Manager and Manager level.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.
Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence Senior Management and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in a senior managerial role in development, implementation and
auditing procedures.

Experience of working in a regulatory environment.

Experience of working at Director/Senior managerial level in an ANSP or other safety critical organization.

Operational aviation experience with a minimum of 15 years practical experience.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

Experience in a multi-cultural environment an asset.
## ANS AIR NAVIGATION INSPECTORATE

### JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>ANS Inspector</th>
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<tbody>
<tr>
<td>Reporting to:</td>
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<tr>
<td>Supervising:</td>
<td></td>
</tr>
<tr>
<td>Competency:</td>
<td>Safety Oversight and Overall Organizational Assessment</td>
</tr>
</tbody>
</table>

### Responsibilities:

Maintain continued Safety Oversight on Air Navigation Services in Qatar in order to ensure that the safety standards are maintained as specified by QCAA.

To provide necessary guidance to develop rules and procedures required to regulate Air Navigation Services in Qatar in keeping with the global and national developments.

To develop required operating regulations and implementing standards where necessary, for the Basic Aviation Legislation and for amending the existing regulations as may be necessary to maintain required safety, efficiency and regularity in Air Navigation Services in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

To ensure supplementary guidance materials and other necessary technical guidance materials issued by ICAO in respect of Air Navigation Services are given effect and updated as necessary.

To make recommendations to the Senior ANS Inspector in regard to the ANS Inspectorate staffing requirement.

Maintain performance indicators, statistics relating to all important duties, functions or activities performed by the ANS Inspectorate.

Provide the Senior ANS Inspector with necessary inputs in regard to the work plan that the ANS Inspectorate is expected to perform so that the QCAA budget could be updated accordingly.

To provide the Senior ANS Inspector with input to the training requirements of the ANS Inspectorate.

To ensure availability of written office procedures in respect of each activity being performed.

To ensure all manuals, written procedures and handbooks issued by the ANS Inspectorate are reviewed and updated as and when required and prepare new
guidance material when necessary.

To ensure that Air Navigation Services are duly certified in accordance with the applicable regulations, written procedures and other relevant directives issued by the QCAA.

To maintain a complete, accurate and updated database containing data and information gathered during the implementation of the oversight plan.

To analyze the data gathered during the Safety Oversight and adjust the oversight plan and conduct additional activities where necessary based on the trends and associated risks identified.

Follow proper procedures to take enforcement actions in accordance with available regulations in case of safety violations made by the Air Traffic Service.

As required and directed by Director Air Safety represent the ANS Inspectorate at forums pertinent to Air Traffic Services in Qatar and abroad.

As directed by the Senior ANS Inspector, assist the QCAA Accident & Incident Investigator and/or Accident & Incident Investigator authorities of other states to carry out formal investigations/enquires pertinent to aircraft accidents/incidents. Submit detailed reports to the Director Air Safety on same as required.

As directed by the Senior ANS Inspector, carry out formal investigations/enquires pertinent to ATS operating irregularities.

Organize and update information in the QCAA website pertaining to ANS Inspectorate.

Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

**Minimum Knowledge/Skills/Experience Requirements:**

**Note:**

After recruitment six months on-the-job training under a qualified Air Navigation Services Inspector is required to carry out duties as an Air Navigation Services Inspector in the QCAA.

**Knowledge:**

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of regulatory processes in relation to ANSP delivery.

Comprehensive knowledge of ATC procedures, ATS standards and industry best practices.
Comprehensive knowledge of ICAO rules and regulations pertaining to ANSPs, air traffic controllers and peripheral operational requirements.

Comprehensive knowledge of ICAO rules and regulations pertaining to the operations and delivery of ATS.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern ATC unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.
Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Operational aviation experience with a minimum of 10 years practical experience.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

Experience in a multi-cultural environment an asset.
**AIS Inspector**

**Reporting to:** Senior ANS Inspector

**Supervising:**

**Competency:** Safety Oversight and Overall Organizational Assessment

**Responsibilities:**

To assist the AIS Section to perform duties and functions as required and thus ensure that the Aeronautical Information Service in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the AIS Section to develop legislation to regulate Aeronautical Information Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to Aeronautical Information Service.

Review all manuals, written procedures and handbooks issued by the AIS Section with regard to Aeronautical Information Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to Aeronautical Information Service that should be available in the ANS Inspectorate.

Take necessary action to certify Aeronautical Information Service in Qatar in accordance with applicable regulations, standards, written procedures and other relevant directives issued by the QCAA.

Take necessary action to issue, renew, amend, suspend or cancel Aeronautical Information Service Certificates as the case may be.

Maintain continued surveillance on Certified Aeronautical Information Service in Qatar in order to ensure that they maintain required safety standards specified by QCAA.

Follow available procedures to take enforcement actions in accordance with available regulations in case of safety violations made by the Aeronautical Information Service.

As required and directed by the Director Air safety represent the ANS Inspectorate.
Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

Minimum Knowledge/Skills/Experience Requirements:

Knowledge:

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of ICAO rules and regulations pertaining to the Aeronautical Information Service.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern Aeronautical Information Service unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

Skills:

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational
needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

The AIS Inspector should have successfully completed Aeronautical Information Services basic and advanced courses.
At least 5 years’ experience as an AIS Specialist at a National Aeronautical Information Services Office.

Experience in a multi-cultural environment an asset.
## ANS AIR NAVIGATION INSPECTORATE

### JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>PANS OPS Inspector</th>
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<tbody>
<tr>
<td>Reporting to:</td>
<td>Senior ANS Inspector</td>
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<tr>
<td>Supervising:</td>
<td></td>
</tr>
<tr>
<td>Competency:</td>
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</table>

### Responsibilities:

To assist the PANS OPS Section to perform duties and functions as required and thus ensure that the PANS OPS Service in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the PANS OPS Section to develop legislation to regulate PANS OPS Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to PANS OPS Service.

Review all manuals, written procedures and handbooks issued by the PANS OPS Section with regard to PANS OPS Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to PANS OPS Service that should be available in the ANS Inspectorate.

Take necessary action to certify PANS OPS Service in Qatar in accordance with applicable regulations, standards, written procedures and other relevant directives issued by the QCAA.

As required and directed by the Director Air Safety represent the ANS Inspectorate at forums pertinent to PANS OPS Service in Qatar and abroad.

Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

### Minimum Knowledge/Skills/Experience Requirements:

#### Knowledge:

Comprehensive knowledge of both regulatory and corporate auditing practices.
Comprehensive knowledge of ICAO rules and regulations pertaining to the PANS – OPS design.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern PANS OPS Service unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

- Demonstrable communication skills in a multi-cultural environment.
- Ability to influence and manage people successfully.
- Ability to prepare reports and when required communicate the results.
- Possess excellent report writing skills.
- Ability to monitor deadlines and maintain performance in-line with required standards outlined.
- A proactive and responsible approach to work with initiative and problem solving capability.
- Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.
- Ability to understand complex systems.
- Possess good IT skills.
- Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.
- Ability to think strategically, execute quickly and adjust plans to meet organizational needs.
- Able to hold sensitive and confidential materials in strict confidence.
- Able to work independently under stringent deadlines and high pressure environment.
- Function as a resourceful and proactive team member.
Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

The PANS OPS Inspector should have successfully completed PANS OPS Services basic and advanced courses.

At least 5 years’ experience as a PANS OPS Specialist at a National PANS OPS Services Office.

Experience in a multi-cultural environment an asset.
## ANS AIR NAVIGATION INSPECTORATE

### JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>Cartography Inspector</th>
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</thead>
<tbody>
<tr>
<td>Reporting to:</td>
<td>Senior ANS Inspector</td>
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<tr>
<td>Supervising:</td>
<td></td>
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<tr>
<td>Competency:</td>
<td>Safety Oversight and Overall Organizational Assessment</td>
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</tbody>
</table>

### Responsibilities:

To assist the Cartography Section to perform duties and functions as required and thus ensure that the Cartography Service in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the Cartography Section to develop legislation to regulate Cartography Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to Cartography Service.

Review all manuals, written procedures and handbooks issued by the Cartography Section with regard to Cartography Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to Cartography Service that should be available in the ANS Inspectorate.

Take necessary action to certify Cartography Service in Qatar in accordance with applicable regulations, standards, written procedures and other relevant directives issued by the QCAA.

As required and directed by the Director Air safety represent the ANS Inspectorate at forums pertinent to cartography Service in Qatar and abroad.

Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

### Minimum Knowledge/Skills/Experience Requirements:

#### Knowledge:

Comprehensive knowledge of both regulatory and corporate auditing practices.
Comprehensive knowledge of ICAO rules and regulations pertaining to the Cartography design.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern Cartography Service unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and
multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

The Cartography Inspector should have successfully completed Cartography Services basic and advanced courses.

At least 5 years’ experience as a Cartography Specialist at a National cartography Services Office.

Experience in a multi-cultural environment an asset.
## ANS AIR NAVIGATION INSPECTORATE

### JOB DESCRIPTION

<table>
<thead>
<tr>
<th>Job Title:</th>
<th>CNS Inspector</th>
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<tbody>
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<td>Reporting to:</td>
<td>Senior ANS Inspector</td>
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<tr>
<td>Supervising:</td>
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<tr>
<td>Competency:</td>
<td>Safety Oversight and Overall Organizational Assessment</td>
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</table>

### Responsibilities:

To assist the CNS Section to perform duties and functions as required and thus ensure that the Aeronautical Communication, Navigation & Surveillance aids in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the CNS Section to develop legislation to regulate Communication, Navigation & Surveillance (CNS) Aids Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to CNS Aids Service.

Review all manuals, written procedures and handbooks issued by the CNS Section with regard to CNS Aids Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to CNS Aids Service that should be available in the ANS Inspectorate.

Take necessary action to certify CNS Aids Service in Qatar in accordance with applicable regulations, standards, written procedures and other relevant directives issued by the QCAA.

Take necessary action to issue, renew, amend, suspend or cancel CNS Aids Service Certificates as the case may be.

Maintain continued surveillance on Certified CNS Aids Service in Qatar in order to ensure that they maintain required safety standards specified by QCAA.

Follow available procedures to take enforcement actions in accordance with available regulations in case of safety violations made by the CNS Aids Services.

As required and directed by the Director Air safety represent the ANS Inspectorate at forums pertinent to CNS in Qatar and abroad.

Perform any other duties and functions as may be assigned by the Senior ANS
Inspector.

**Minimum Knowledge/Skills/Experience Requirements:**

**Knowledge:**

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of ICAO rules and regulations pertaining to the Communication, Navigation and Surveillance Services.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern ATC unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational needs.
Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

Bachelor of Science Degree in Electronics Engineering or equivalent qualifications.

At least 5 years’ experience in the maintenance of aeronautical aids used for
Communication, Navigation and Surveillance.

Experience in a multi-cultural environment an asset.
**Part 2   ANS Safety Oversight Procedures**

**Appendix B**

**Inspector Job Descriptions**

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<th>ANS AIR NAVIGATION INSPECTORATE</th>
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<thead>
<tr>
<th><strong>Job Title:</strong></th>
<th>Licencing Inspector</th>
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<td><strong>Reporting to:</strong></td>
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<tr>
<td><strong>Competency:</strong></td>
<td>Safety Oversight and Overall Organizational Assessment</td>
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</tbody>
</table>

**Responsibilities:**

To assist the Licencing Section to perform duties and functions as required and thus ensure that the Aeronautical Licencing in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the Licencing Section to develop legislation to regulate Aeronautical Licencing Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to Aeronautical Licencing Service.

Review all manuals, written procedures and handbooks issued by the Licencing Section with regard to Aeronautical Licencing Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to Aeronautical Licencing Service that should be available in the ANS Inspectorate.

As required and directed by the Director Air Safety represent the ANS Inspectorate at forums pertinent to Aeronautical Licencing Service in Qatar and abroad.

Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

**Minimum Knowledge/Skills/Experience Requirements:**

**Knowledge:**

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of ICAO rules and regulations pertaining to the Aeronautical Licencing Service.
Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern Aeronautical Licencing Service unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.
Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.

The Licencing Inspector should have successfully completed Aeronautical Licencing Services basic and advanced courses.

At least 5 years’ experience as a Licencing Specialist at a National Aeronautical Licencing Services Office.

Experience in a multi-cultural environment an asset.
ANS AIR NAVIGATION INSPECTORATE

JOB DESCRIPTION

Job Title: MET Inspector
Reporting to: Senior ANS Inspector
Supervising: 
Competency: Safety Oversight and Overall Organizational Assessment

Responsibilities:

To assist the MET Section to perform duties and functions as required and thus ensure that the Aeronautical Meteorology Service in Qatar are operated in compliance with the requirements specified by the QCAA.

To assist the MET Section to develop legislation to regulate Aeronautical Meteorology Service in Qatar.

To ensure relevant SARPS contained in ICAO Annexes are implemented and updated as necessary.

Prepare written office procedures in respect of each activity being performed in the ANS Inspectorate with regard to Aeronautical Meteorology Service.

Review all manuals, written procedures and handbooks issued by the MET Section with regard to Aeronautical Meteorology Service and update when required.

Identify and advise the Senior ANS Inspector of relevant guidance and reference materials, documents, annexes and other useful publications relating to Aeronautical Meteorology Service that should be available in the ANS Inspectorate.

Take necessary action to certify Aeronautical Meteorology Service in Qatar in accordance with applicable regulations, standards, written procedures and other relevant directives issued by the QCAA.

Take necessary action to issue, renew, amend, suspend or cancel Aeronautical Meteorology Service Certificates as the case may be.

Maintain continued surveillance on Certified Aeronautical Meteorology Service in Qatar in order to ensure that they maintain required safety standards specified by QCAA.

Follow available procedures to take enforcement actions in accordance with available regulations in case of safety violations made by the Aeronautical Meteorology Service.

As required and directed by the Director Air safety represent the ANS Inspectorate

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Perform any other duties and functions as may be assigned by the Senior ANS Inspector.

**Minimum Knowledge/Skills/Experience Requirements:**

**Knowledge:**

Comprehensive knowledge of both regulatory and corporate auditing practices.

Comprehensive knowledge of ICAO rules and regulations pertaining to the Aeronautical Meteorology Service.

Must be computer literate and proficient in the use of current mainstream application software required for the management of a modern Aeronautical Meteorology Service unit, including word processing/desktop publishing, spreadsheet and graphic presentations.

Development of training materials/manuals to meet the requirements of specific courses.

**Skills:**

Demonstrable communication skills in a multi-cultural environment.

Ability to influence and manage people successfully.

Ability to prepare reports and when required communicate the results.

Possess excellent report writing skills.

Ability to monitor deadlines and maintain performance in-line with required standards outlined.

A proactive and responsible approach to work with initiative and problem solving capability.

Ability to liaise in a professional and persuasive manner with staff at all levels in the organization.

Ability to understand complex systems.

Possess good IT skills.

Flexibility, excellent attention to detail, ability to identify key issues and manage an environment of regular change.

Ability to think strategically, execute quickly and adjust plans to meet organizational...
needs.

Able to hold sensitive and confidential materials in strict confidence.

Able to work independently under stringent deadlines and high pressure environment.

Function as a resourceful and proactive team member.

Strong organizational skills with attention to detail and the ability to prioritize and multi-task and meet deadlines and schedules.

Strong analytical skills; ability to work with complex issues and detailed information.

Ability to collaborate effectively with cross functional teams.

Good judgment and decision-making skills.

Adapt well to changing priorities.

An assertive finisher with high level personal presence and credibility.

Intuitive with outstanding interpersonal influencing and communication skills able to develop and motivate others.

Ability to align strategic and operational needs with training programs and organizational development efforts.

Ability to influence and establish and maintain collaborative partnerships.

Ability to communicate effectively both in writing and in speaking and convey complex information in an easily understood format.

In-depth ability to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.

**Experience:**

Governmental experience on the processes of safety management and oversight over these, preferably by a state safety program.

Experience in development, implementation and auditing procedures.

Experience of working in a regulatory environment.

Experience in the evaluation of performance and subsequent delivery of relevant reports.
Bachelor of Science Degree with Physics as a subject preferably postgraduate qualifications in the field of Meteorology.

At least 5 years’ experience as a Meteorological Forecaster at the National Meteorological Centre and/or Aviation Meteorological Office.

Experience in a multi-cultural environment an asset.