

Competency Assessment Guidance Document

CAP 1715

Published by the Civil Aviation Authority, 2019

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First published October 2018
Second edition April 2019

The latest version of this document is available in electronic format at: www.caa.co.uk

Introduction

This brief Guidance Document material has been developed with collaboration between industry and the UK Civil Aviation Authority.

The purpose of this document is to provide guidance to aviation organisations conducting competency assessments. It is suggested that this procedure be used by maintenance, continued airworthiness and production organisations to assist in building their internal competency assessment processes. It is hoped that industry wide adoption of a harmonised procedure will help generate consistency of competency assessment within the aviation environment and thereby help to improve maintenance, airworthiness and production standards.

Competency assessment procedure

Competency assessment should include analysis for the need of additional training or support to individuals according to the required task as detailed in organisational procedures. A competence assessment tests knowledge and understanding and should wherever possible include an 'on the job' assessment as a test of performance. The 'on the job' assessment would normally be carried out by appropriately qualified personnel, such as managers, team leaders and supervisors.

The Competency Assessment Template at Appendix A can be used to conduct and record the Competency Assessment and as a means to identify any additional training/actions required to attain the appropriate levels of competency. It is envisaged that the template can be used for 1 to 1 interviews and/or on the job assessments.

Paragraphs 1 to 3 provide a quick overview of the Competency Assessment process with greater detail being provided in the sub-paragraphs.

Competency definition

Competence can be defined as a measurable skill or standard of performance, knowledge and understanding which takes into account attitudes and behaviours.

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Competency and assessment process

1. Pre-interview checks

To be conducted by the assessor ahead of the interview/assessment.

Validation of candidate

- 1.1 How does the candidate meet the requirements of the Job Description for the role he/she is doing/applying for (i.e. shift work, location, base maintenance/line maintenance/workshop, lone working, leading a team of unlicensed engineers, or following instructions given by the Licenced Engineer or supervisor?)
- 1.2 Experience requirements against the relevant rule
- 1.3 Human factor training
- 1.4 Continuation training requirements against the relevant rule
- 1.5 Basic training as applicable
- 1.6 Any recency requirements (refer to applicable regulation)

NOTE: Prior to the interview the candidate should be informed to provide original and valid documentation including current aircraft maintenance licence, if applicable.

2. Technical requirements

- 2.1 It is important for the candidate to have sufficient knowledge according to the organisation's scope of approval and associated privileges.
- 2.2 Beyond the day-to-day task requirements, it is also important for the candidate to be trained in the organisational procedures and reporting systems.
- 2.3 The organisation should analyse all responses from the competence assessment. Should an individual's competence fall below an acceptable level, it is the organisation's responsibility to identify suitable support and measures which are necessary to attain satisfactory competency. For example, by training, mentoring or working under supervision).
- 2.4 An individual's competence should be re-assessed following the application of support measures.
- 2.5 Authorisations of the individual may be limited or suspended whilst support measures are progressed.

3. Behavioural & Attitude factors

The demonstration of the appropriate personnel attitudes & behaviours are crucial factors that go towards maintaining and continuously improving maintenance and continued airworthiness standards. The demonstration of positive attitude and behaviours also aids the promotion of safe working environment and contributes to a well-structured and effective Safety Management System. Positive attitudes and behaviours are critical to the delivery of a functional SMS the and the encouragement of a Just Culture in an organisation.

- 3.1 Decision Taking & Judgement Making
- 3.2 Professionalism
- 3.3 Integrity
- 3.4 Adaptability
- 3.5 Leadership
- 3.6 Team Working

Guidance and sample questions

Behavioural and Attitude factors are described in sections 3.1 to 3.5 with sample questions which can be used during the competency assessment.

3.1 Decision Taking & Judgement Making

- (a) Not jumping to conclusions, primarily using factual evidence
- (b) Proactive, anticipating potential issues and taking appropriate action dealing with them
- (c) Not allowing personal preconceptions to interfere with daily tasks
- (d) Remaining open minded for reappraisal

Tell me about the last decision that you made which required thought and analysis.

Tell me about a time you had to make a quick decision? What elements did you consider when making the decision & how did you assess the risks involved?

Tell me how you would go about making sure your decisions are realistic, workable and permissible.

3.2 Professionalism

- (a) Recognising own limitations & strengths, taking accountability for actions
- (b) Ability to engage with colleagues and customers, to promote awareness of risks involved
- (c) Remaining calm and efficient under pressure
- (d) Proactively seeking training and advice, when unsure

Discuss an experience where you explained a complicated technical task to a colleague without your experience.

How do manage relationships with a difficult individual (colleague, customer, pilot, owner)?

How would you resist giving “popular” responses which could lower standards when under pressure?