

# Pacific Aviation Investment Program (PAIP)

## Training Needs Assessment Report - Kiribati (D-7)



AECOM

Design & Supervision Services of the Pacific Aviation Investment Program (PAIP)  
Pacific Aviation Investment Program (PAIP) - Training Needs Assessment Report -  
Kiribati (D-7)

**D R A F T**

## Pacific Aviation Investment Program (PAIP)

Training Needs Assessment Report - Kiribati (D-7)

MCTTD/CFLS/ATK-A14

Prepared for

Ministry of Communications, Transport & Tourism Development (MCTTD)

Prepared by

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**DRAFT****Quality Information**

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Prepared by Chris Read

Reviewed by Bill Andrew

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Revision	Revision Date	Details	Authorised	
			Name/Position	Signature
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**DRAFT****Glossary**

ACI	Airports Council International
AFL	Airports Fiji Limited
AFS	Airport Flight Service
AIAL	Auckland International Airport Ltd
Airways	Airways Corporation of NZ
AIS	Aviation Information Service
AMPAP	Airport Management Professional Accreditation Programme
ARFF	Airport Rescue Fire Fighting
ASI	Aviation Strategies International
ASO	Airport Security Officers
ATC	Air Traffic Control
AVSEC	Aviation Security Service
BA	Breathing Apparatus
CEO	Chief Executive Officer
CI	Cook Islands
CIAL	Christchurch International Airport Ltd
FAA	Federal Aviation Administration
FSO	Flight Service Officer
FUN	Funafuti International Airport – Tuvalu
GA	General Aviation
HFTF	Hot Fire Training Facility
IATA	International Air Transport Association
ICAO	International Civil Aviation Organisation
IQA	Internal Quality Audit
MET	Meteorological
NOTAM	Notice To All Airmen
NZAA	NZ Airports Association
PAN OPS	Instrument Procedures for Air Navigational Services – Aircraft Operations
PASO	Pacific Aviation Safety Office
PA / Pax	Passenger
PPG	American Samoa
RMS	Risk Management System
SMS	Safety Management System
TAL	Tonga Airports Ltd
TRW	Bonriki Airport – Tarawa, Kiribati
TBU	Fua'amotu Airport – Tongan Mainland

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TCAA	Tongan Civil Aviation Authority
TNA	Training Needs Assessment
TOR	Terms of Reference
VAV	Lupepau'u Airport – Vava'u Island

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## Executive Summary

TRW meets very few of the basic standards for an ICAO approved International port and this should be remedied by immediate action.

This airport appears to operate in isolation of its obligations to the most basic regulatory procedures, and should not continue to operate in a manner that compromises airline and passenger safety.

There is apathy towards putting standards in place whether it be Airport Flight Service (AFS), Rescue Fire, or runway operations. A culture change in order to implement effective management and training is required.

While all the positions of the regulatory body and airport management are evident, there is no effective leadership or management style to ensure implementation of safe operation.

The overall standard of operations and training requires upgrading to meet International operational standards and obligations.

Compliance documentation is out of date and in some instances only in draft form.

There does not appear to be adherence to the checks and balances (IQA) that an airport with international services must carry out. If there was, the serious acknowledged deficiencies would be remedied.

No Emergency training or exercises appear to have been carried out for some years and apart from AFS, little training that is relevant is evident. In this respect it is self-evident that some key emergency staff have limited knowledge of their tasks and obligations.

Rescue Fire is not carried out by the Airport and is provided through the on-airport Police Department. The readiness that is required for an airport ARFF is not present.

There appears to be little motivation for Kiribati CAA and the airport agencies and employees to be involved in holistic training and refresher courses. Budgeted funding is not apparent.

The aim of any training base is to raise the depth of readiness above the existing limited levels of knowledge and experience. If funding is the stumbling block then PAIP funding should remedy this. Nevertheless there must be a culture change in management to ensure that this funding is effective with ongoing consequence.

In the meantime modular training kick-start exercises will provide a rudimentary standard of compliance and attend to some of the audit deficiencies.

Lack of funding is quoted to be at the heart of the deficiencies and attitude to compliance and training and in this respect the PAIP influence will have a major impact.

Despite the observations above, there is an area that impressed as to a willingness to meet some minimum standards and that was in the Terminal Aviation Security and ramp staff. This may be due to some of these staff being contracted by the Airline.

The one overriding deficiency is the complete lack of runway security and effort by the local residents and airport staff responsible to remedy this dangerous situation. There is a long road ahead of public awareness and Airport staff training in order to provide some comfort that jet aircraft in particular can land safely.

### Findings of existing situation in Bonriki International Airport:

- The TRW facilities are very rundown, dysfunctional and hence compliance and training is compromised. There are no Emergency Exercises evident.
- Most aspects of the organisation had some documentation evident but with little training of personnel and regimes in place.
- The depth of training is restricted to the existing knowledge base.
- Some staff are well qualified but the inspection team were not convinced the management was effective.
- There are few if any training aids (electronic) provided for on-going up skilling.
- Some staff have had past external training to tertiary level.
- Part 139 Certification has not been issued to the Airport.

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- There are few issued documents for staff to train to.
- There are numerous findings, recommendations and prioritisations outstanding stemming from previous audits.
- The Government is both the Regulator and the Operator of the airport.
- Training for environmental emergencies is not evident
- Some Exposition documents are in place and some not. Some documents remain in draft.
- TRW meets few of the basic standards for an ICAO approved International jet port.
- There is no dedicated ARFF service. The Aerodrome ARFF service is provided by the Kiribati Police Service but is largely ineffective with little evidence of training or control.
- Avsec staff know their duties albeit operating in a substandard, cramped and dysfunctional building facility.
- Overall the service provision and facilities at TRW are poor.

**Assessment of Training Needs**

The following are recommended for TRW:

<b>TRW</b>
<b>Security</b>
<ul style="list-style-type: none"> <li>- Basic security programs and provision of tools of trade such as hand held radios</li> <li>- Refresher Security courses</li> <li>- Training on re-established X Ray units</li> <li>- Threat assessment</li> </ul>
<b>Operations</b>
<ul style="list-style-type: none"> <li>- Airside Operations Training</li> <li>- Airport Safety Management System (SMS) and response</li> <li>- An Emergency training exercise is required urgently</li> <li>- Training for Environmental emergencies</li> <li>- Risk Management System (RMS)</li> </ul>
<b>Air Traffic Management/Control</b>
<ul style="list-style-type: none"> <li>- Local flight service radio contact is limited due to lack of hand held</li> <li>- Approach Control</li> <li>- Local flight service</li> <li>- International Flight Service</li> </ul>
<b>ARFF</b>
<ul style="list-style-type: none"> <li>- Basic Fire and Hot Fire fighting.</li> <li>- Truck radios have little connectivity to other agencies and airport services due to lack of hand held</li> <li>- Rescue Fire Officer</li> <li>- Senior Fire Officer</li> <li>- Appliance/Equipment Operations and Maintenance</li> <li>- Basic Met on-airport observation service</li> </ul>
<b>Boarder Control</b>
<ul style="list-style-type: none"> <li>- International operations require constant upgrading of knowledge to international experience and trends</li> </ul>
<b>CAA Knowledge Base</b>
<ul style="list-style-type: none"> <li>- Management implementation training</li> </ul>



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## 1.0 Introduction

One of the aims of the Pacific Aviation Investment Program<sup>1</sup> (PAIP) is to improve the safety, security, efficiency, management and environmental sustainability of Bonriki International Airport (TRW).

To this end the programme includes the preparation of a detailed Training Needs Assessment (TNA) for each country as well as identifying the skill gaps and areas where formal and informal training were found to be required.

The scope also includes the provision of on the job training to respective government technical specialists through collaborative working arrangements in all facets of the assignment.

Ultimately this will lead to assisting the governments to arrange formal training as proposed in the training needs assessment.

Air services to Tarawa provide air access for the local population to and from Fiji and beyond.

Tarawa's Bonriki Airport and the service it provides is an important link to the Pacific. Thus, it is important that air transport operations continue to operate in a safe and efficient manner.

The TNA includes all employees in the aviation sector, from the policy level to operational staff involved in Rescue Fire safety, Airport Operations and Security and Air Traffic Management.

Air Pacific is the sole provider of International air services to Tarawa. This airline has an expectation that the necessary regulatory requirements will be in place in order to satisfy operational safety.

Currently there are aspects of Bonriki airport that do not meet minimum ICAO standards of operation for an international airport. These have been documented in successive audits.

In this respect the license to operate, and hence the ability of an airline to utilise the airport, is in jeopardy.

The aim of this report is to outline the most pressing non-conformances and then highlight a training regime that will build on the basics to produce a conforming airport.

Funding of a building blocks training system for all staff is required before any thought can be given for expanded services by way of increased frequency and larger aircraft type.

Tarawa CAA cannot continue to operate in isolation of its obligations to the most basic regulatory procedures, nor can it continue to operate in a manner that compromises airline and passenger safety.

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## 2.0 Scope of Work

### 2.1 Extracted from Terms of Reference (TOR)

Under Task One: Airport Pavements Section, for Phase 1 design phase services shall include:

*“During this phase, ideally as early as possible in the project, the consultant shall undertake a ‘Training Needs Assessment’ (TNA) for each of the participating countries. This TNA shall include all participants in the aviation sector, from the regulatory to operational levels. The purpose of the TNA is to identify the skill gaps that exist, and to prepare recommended training programs for each country to address these skill gaps through formal, informal and on-the-job training. The consultant shall provide support to the country in arranging for the formal and informal training to be provided by other parties, and provide on-the-job training as appropriate as part of this assignment.”*

### 2.2 AECOM’s Proposed Scope of Work

Extracted from Section 4.2.7 of AECOM’s proposal,

*The wider AECOM Team of experts and support designers are available to the respective Aviation Authority staff for on-the-job training. All our staff will also make a point of making their expertise available on site up skilling of counterparts and associate staff.*

*AECOM intend to mobilise a specialist training needs advisor, Chris Read, as part of the initial site inspection works. We propose the Training Specialist visit Tonga first and familiarises himself with the systems in place at TBU. AECOM visited the TBU Quality Assurance office during the recently organised Site Inspection of the TBU facilities.*

*The QA office handles all operational certification, documentation and training programmes and we were overall impressed with the set up and therefore propose that the system at TBU be used as a bench mark against which other Aviation Authorities are then gauged.*

*Our Training Specialist has 20 years of experience in airfield operations, certification and training program development, and has the ability to gauge suitability of documented processes, assess how well the processes are being implemented, and an evaluate how well the training is being handled.*

*AECOM intend to produce a draft training needs assessment report well ahead of the presented August 2012 deadline.*

*Once initial training need requirements are established for each Airport Authority, our TNA will advise on suitable training providers and will be made available to support and coordinate the required training programs.*

*We envisage potential training to include:*

- *Air Traffic Control Training : Airways International, Christchurch*
- *Aviation Security : AVSEC Wellington*
- *ARFF Training : Pago Pago ARFF Training Facility/AECOM ARFF Trainer*
- *Airport Reporting Officer Training : Various Firms in Australia*

*The Training Specialist will also identify suitable industry training schemes supported by ACI, IATA, ICAO and FAA.*

*There will also be training needs generated under the AGL contracts, in order for staff to be able to operate and maintain the new equipment. The outcome and recommendation will be documented and submitted on the overall training needs assessment report.*

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## 3.0 Bonriki International Airport (TRW)

### 3.1 Airport Operations

Bonriki International Airport (Refer Figures 3-1, 3-2) receives Air Pacific flights from Fiji up to 2 times per week. The aircraft on the International route is the B737-700. Domestic Inter island flights are by Harbin Y12 and Casa C212, operated by Air Kiribati.

There is the odd Itinerant GA but no Helicopter traffic.

**Operators:** Air Pacific on the International route and Domestic services by Air Kiribati.

**Scope:** Inspect Sectors of Training relevant to Organisational Operational Safety & Compliance. To identify areas of skill gaps or training regimes to enhance performance and to distinguish training needs from organisational shortcomings.

Figure 3-1: Bonriki International Airport (TRW)



### 3.1.1 Apron, Ramp, Runway, Maintenance, Emergency Co-ordination & Dangerous Goods

#### Business Plan, Strategy & Commitment

The Kiribati Civil Aviation Act 2004 is the base legislation and is comprehensive and adopts the NZ CAA Act and Rules.

The funding of training to maintain basic ICAO standards is lacking.

Financial reports from Bonriki Airport were not available.

Part 139 Certification (Certification, Operation and Use) is not issued.

#### Formal Documentation of Processes & Procedures

The most recent Mission Audit (RAS 10/801 updated but believed to be 2011) states that 'No aerodrome manual or any procedures have been formally documented'.

The Kiribati Director of CAA provided an Aerodrome Exposition dated 1 08 2011. A draft Emergency Plan was provided.

An Emergency training exercise is required. The Emergency Plan is not completed.

TRW is a member of PASO.

There are few official documents for staff to train to.

#### Credentialing of Staff

All staff are locals. Evidence of security checks or valid ID cards was not available.

#### Organisational & Staff Issues

Airport Staff are made up of the Airport Manager/ Director and Deputy of CAA, AFS staff, Avsec staff, Police, ARFF and airline contracted ground staff (provided by Air Kiribati).

Figure 3-2: Bonriki International Airport (TRW)



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## Audit Processes

The most recent ICAO & Paso audits were July 2012. There are numerous notations and findings relating to all aspects of the Airport operation.

There are numerous recommendations and prioritisations, some urgent.

## Risk Analysis and Management

Not evident.

## Legislative

The Dept of CAA operates under the Ministry of Communications & Transport in three divisions. The functions include regulatory & operational as the single provider.

The Government is both the Regulator and Operator with the obvious conflict. The Director of CAA has been directly responsible for the operation of TRW until November 2012. This has now changed and he has physically re located to the Ministry office.

There is an Aircraft Security Act 1990.

## Assessment

Some Exposition documents are in place and some not. Some documents remain in draft.

Regular training and assessment is required to ensure ICAO provisions are met. There were no training records produced.

Training for environmental emergencies is not evident. Given the effect on the surrounding catchment of a major fuel spill this should be in place.

There appears to be minimal formal training in place or planned.

No additional larger services can be contemplated until facilities & training match the requirements.

## Recommendations

- That given the proximity of the water lens, airport environmental disaster training be included in the programme funding to the Ministry of Transport.
- That various deficiencies in the meeting of ICAO standards for an airport be recognised by the Kiribati Ministry of Transport and the CAA and proper training and procedures be funded and put in place.
- That a dedicated training unit be funded at TRW and manned 4 times a year in order to provide the basic operational airport standards and safety commensurate with an International service.
- That given jet aircraft operate to TRW the overall standard of Operations and training be upgraded urgently to meet International operational standards & obligations.

## General Comment

TRW meets few of the basic standards for an ICAO approved International jet port and this should be remedied by immediate action.

TRW Airport staff do not appear to have the authority to act upon transgressions against the good operational order of the port. There is apathy towards putting standards in place whether it be AFS, Rescue Fire, or runway operations. A culture change in order to implement effective management is required.

### 3.1.2 Rescue Fire (ARFF)

#### Business Plan, Strategy and Commitment

There is no dedicated ARFF service. The Aerodrome ARFF service is provided by the Kiribati Police Service but is largely ineffective with little evidence of training or control.

It is necessary to put rudimentary training in place by exposure to other more organised units and then ensure on-going training is funded and in place.

The ARFF Unit is not run by the Airport and as such little control is exercised as to its operational capability.

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### Formal Documentation of Processes and Procedures

There is no dedicated Police airport training regime for Rescue Fire. Funding should be directed for Police or if taken in house, a fully funded start up ARFF training regime.

### Organisational and Staff Issues

It was advised that there are 12 police Fire Officers on shifts. Their standard of training was not available

There was no crossover of training requirements between Airport & Police. The functions appeared separate.

There is a conflict if a village structural fire requires the fire appliance, as it can be diverted away for up to 2 hrs.

Advice was received that an application has been made to the Tarawa Ministry of Transport for funding of a dedicated airport ARFF. The basic structure and organisation was sighted but it is unlikely to be put into effect without external funding.

A training budget will be required for this start up and is indicated as required for 2013.

### Audit Processes

The most recent ICAO & PASO audits were July 2012 and found various non-compliances with ICAO Standards. Findings (non-exclusive) were:

- There is some doubt if any foam is available. Appliance water capacity is below Cat 4
- Only one appliance is available for Cat 5. A second appliance has been unserviceable for many years and is abandoned outside the station but listed as serviceable. (Refer Figure 3-3 and Figure 3-4).
- Fire capacity for B737-700 jet operations do not meet ICAO standards

### Facilities

There is a dedicated ARFF building at the airport with adequate space for training. The building is in good condition but a little run down and unclean.

Only one Oshkosh fire tender is serviceable at the airport to meet Cat 5.

### Assessment

The Airport takes no responsibility for ARFF as this is left to the police but should do so. There is a model before government to remedy this.

There is little evidence that the operational fire appliance is ever tested or basic checks carried out. It is not clear if foam is available.

There is no procedure or training for an aircraft over run into the sea at either end of the runway.

### Recommendations

- That TRW Management ensures proper training is in place as to the capability of the Police ARFF service.
- That a start-up training funding for a dedicated airport ARFF service be allowed for.
- That pending any change, the relationship between the various agencies be documented as to responsibilities.

Figure 3-3: Abandoned Fire Appliance



Figure 3-4: Current Fire Appliance



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- Pending or post re organisation, that training courses to at least basic Fire Officer level be funded. That at least 2 Senior Fire Officers be appointed and trained.
- That until a fence is erected around the airport the procedure, as indicated to the inspection team, to clear the runway prior to jet operations is put into action for every flight.

### 3.1.3 Aviation Security

#### Formal Documentation of Processes & Procedures

Avsec is under the authority of the airport. The Act does not contain any Security Programme. Training is the responsibility of the Assistant Airport Manager.

There is a 2 page draft SOP for vehicle checking for Airport Security Officers (ASO) to follow.

There is a 2 page draft SOP for passenger screening for Airport Security Officers (ASO) to follow.

There is 1 page SOPs for screening of frozen goods packages for Airport Security Officers (ASO) to follow.

There is a 2 page draft SOP for screening room procedures for Airport Security Officers (ASO) to follow.

There is a 2 page draft SOP for HBS screening procedures for Airport Security Officers (ASO) to follow.

There is a 1 page draft SOP for runway clearance procedures for Airport Security Officers (ASO) to follow. This is clearly lacking in operation.

#### Credentialing of staff

Staff had local ID's but system of credentialing was not noted.

The Director of CAA has the responsibility for training AFS. This was not in place as the police were responsible for this function.

#### Organisational and staff issues

There are 2 permanent and up to 12 part time security staff on duty for the 130 pax International aircraft. Working facilities are rudimentary but border control, while chaotic due to the facilities, had some form.

#### Threat Assessment and Management

There was no evidence of such documents or awareness.

There was appreciation of security requirements although all searching was by hand in a substandard terminal area.

A left bag was seen to be given attention suggesting training had been given.

Two of the four rostered Security guards are deployed at night to secure the PAPI lights and the facilities.

Security staff advised that a look out for money laundering is a priority. No training was evident.

#### Assessment

Avsec staff knew their duties albeit operating in a substandard, cramped and dysfunctional building facility

All Hold stow and hand luggage search was by hand and reasonably thorough

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## Recommendations

- That given NZ training is a Pacific standard, that additional funding for NZ courses at management and line level be provided.
- That on-going funding be provided for on-site training for threat levels and handling of suspicious bags or items and pax.
- That funding be provided for on-site training for threat levels and handling of suspicious bags or items and pax.
- That exposure to overseas standards be implemented by funding on the job training from other training bases.
- That X Ray machines be re-introduced and maintained plus training provided (Refer Figure 3-5)

Figure 3-5: Discarded Screening Unit stored TRW ARFF Station



### 3.1.4 Air Traffic Control - run as Air Traffic Service (AFS)

#### Formal documentation of processes & procedures

Operations manuals – only a very brief set of Local Unit orders were available. Other obsolete manuals were evident.

Recent Part 172 Audits by PASO and ICAO were carried out in July 2012.

#### Organisational & staff issues

The 5 or 6 staff require more suitable work conditions to carry out their function by way of modest upgrades in the Tower. (Refer Figure 3-6).

Limited traffic does not provide AFS staff with sufficient up-skilling.

Currently only 2 FSOs have undergone training in Singapore with one FSO appointed as Supervisor. The others have been trained locally.

Figure 3-6: TRW Tower Interior



#### Assessment

There is no official Met service trained Officer on the airport.

Radio equipment is lacking especially hand held radios, as there is no communications with any other agencies except by phone.

FSO's cannot issue NOTAMs and should be trained to do so.

#### Recommendations

- That at least four new hand held radios be provided to ensure contact with the police and other agencies. Only one was available that was workable.
- Staff require a basic computer based simulation programme due to the lack of traffic. Required to create scenarios.
- Licences are recommended for all FSOs. Any on the job training should be by qualified instructors.
- That a full suite of Manuals be made available in the Tower for technical and training references.
- That there should be a Met Observation post at the airport manned by a trained observer.
- All FSOs should be fully licensed.

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### 3.1.5 Tarawa Weather Service

TRW Met Station under the Ministry of Communication & Transport is located in the town 10km from the airport.

#### Organisational

TRW AFS staff were are not trained in Met observation and it is unclear who provides METAR, TAF, SIGMET etc or what staff are trained to issue notices.

#### Assessment

The Met information given out by AFS staff is by observation only.

#### Recommendations

- That the TRW AFS staff be trained in Met observation and communication
- That the remote Met office be included in any Flight Service training as cross training

## 3.2 Benchmarking Exercise

### Bonriki Airport - International Terminal operating under Tarawa CAA IATA: TRW

The Matrix aims to identify the skill gaps and recommended training programs through formal, informal and on-the-job training.

TRW is unique to the Pacific as to operations and cannot be benchmarked against NZ ports. There are up to 2 International B737 flights per week and up to 8 Domestic Island flight per day.

International traffic demands that ICAO requirements of Border Control, Aviation Security & screening of pax, bags & staff, Police, Aerodrome standards, and facility requirements and management, are all in place and operating to a standard

ICAO Annex 17 sets out standards, recommendations and practices for Airports, and thus the legal obligation for NZ ports. These are relevant to any airport such as TRW that operates and provides training under ICAO regulations and includes:

- Aviation Crimes Act 1972.
- Pt 8 of the Civil Aviation Act 1990
- Rules under the Civil Aviation Act and in particular to be able to comply with Rule Part 139 – Aerodromes - Certification, Operation and Use and Subpart D – Aerodrome Security, especially Pt 139.203
- Rule Part 140 – Aviation Security Service Organisations and Certification
- The NZ National Aviation Security Programme, especially App 2 which lists references
- Relevant CAA Advisory Circulars

The common denominator in the Islands is Air Pacific. TRW should not operate to any lesser standard because of its isolation and Standards should be common to all ports.

International heavy jet operations demand a better standard of operation than this port provides.

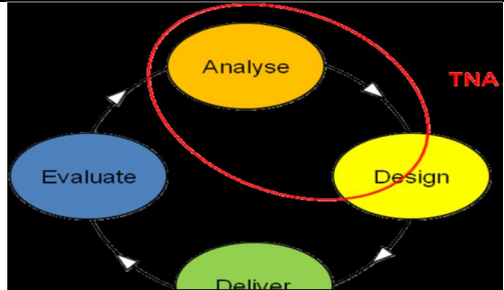
Overall the service provision and facilities are poor. Once this is remedied and a perimeter fence installed, staff should be required to take a serious approach to their duties with appropriate levels of training

The provision of Rescue Fire by the local Police needs urgent re assessment as to priorities of attendance and standard of training of officers.

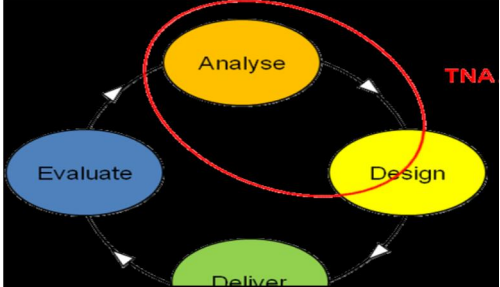


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The following is a short form compliance Matrix for **TRW**

		1. Comply		2. Part Comply	3. Up Skilling	4. Aware	5. Non Comply
		Mandatory Training Needs	Compliance Rating	Immediate Training Needs	Skills Gaps and Training Needs	Delivery Programmes Procurement PASO/ACI/AMPAP/AFL/NZCAA/Airways NZ/AS/CIAL/NZAA/AVSEC NZ	Timetable
<b>1.0 Airport Operations</b>							
139.77	Exposition	✓	4	✓	Updating and review required. Requires training around content. Review of Exposition – Document Specialist.		Qtr 1 2013
139.57/109	Aerodrome Emergency Plan & update	✓	5	✓	Emergency preparedness especially medical, police and local fire to train to. Requires co-ordinated training of agencies and exercise training. No training currently in place.	AECOM, AIAL, CIAL	Qtr 1 2013
139.77/73	Notification of Aerodrome Data and Information	✓	4	✓	Requires review and update training in prep of Docs. Specialist is Airways NZ.	AIP – Airways NZ	Qtr 2 2013
139.77/75	Internal Quality Assurance	✓	5	✓	Requires introduction with independence. Set up independent IQA.	Astral – D Clisby	Qtr 2 2013
139.77/103	Aerodrome Maintenance Programme	✓	5			AECOM, AIAL, CIAL	
139.77/107	Works on Aerodrome	✓	4			AECOM, AIAL, CIAL	
Part 12	Occurrence Reporting	✓	4				
	Safety Management System (SMS)					AECOM, AIAL, CIAL	
	Risk Management System (RMS)					AECOM, AIAL, CIAL	

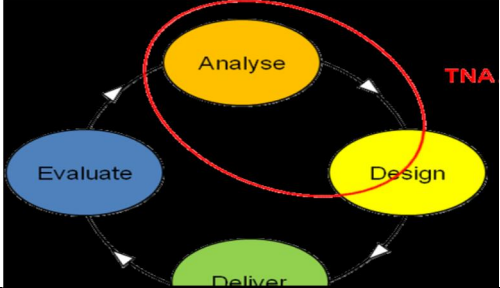
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		1. Comply		2. Part Comply	3. Up Skilling	4. Aware	5. Non Comply
		Mandatory Training Needs	Compliance Rating	Immediate Training Needs	Skills Gaps and Training Needs	Delivery Programmes Procurement PASO/ACI/AMPAP/AFL/NZCAA/Airways NZ/AS/CIAL/NZAA/AVSEC NZ	Timetable
<b>2.0 Rescue Fire</b>							
139.77	Rescue and Fire fighting – Exposition	✓	5	✓	Given the local aerodrome, a risk review of ARFF operations is an urgent priority. Document Specialist and relevant trainer required	AECOM, AIAL, CIAL	Qtr 1 2013
139.59	Rescue and Fire Fighting – category determination	✓	5			AECOM	
139.61	Rescue and Fire Fighting – extinguishing agents	✓	5	✓	Assess requirements and obtain supply. RF specialist required.	AECOM, AIAL, CIAL	Qtr 1 2013
139.63	Rescue and Fire Fighting – vehicles	✓	4	✓	Only one appliance usable however two listed as on station. Train for single response appliance and water refill.	AECOM, AIAL, CIAL, CI	Qtr 1 2013
139.65	Rescue and Fire Fighting – personnel requirements	✓	3	✓	Assess duties and frequency of training. TRW must take responsibility for this service and train personnel. The Airport must take responsibility and train an effective unit.	AECOM, AIAL, CIAL, CI	Qtr 1 2013
139.111	Operational requirements	✓	4	✓	<ul style="list-style-type: none"> <li>No Hot fire training.</li> <li>RF Specialist with new facilities. Electronic aids will enhance training.</li> <li>No Aircraft interior familiarisation training. An upgrade of the service due isolation risk is a priority.</li> </ul>	<ul style="list-style-type: none"> <li>For Hot Fire Training – AIAL, CIAL, PPG</li> <li>For ARFF Specialist – AECOM</li> <li>For aircraft familiarisation training – Air Pacific training Unit</li> </ul>	Qtr 1 2013
139.77/71	Wildlife Hazard Management	✓	4		Assess and train to the latest methods. Attend specialist wildlife forums in NZ.	CIAL, AIAL, NZAA Wildlife Group	
139.77/117	Aerodrome Inspection Programme	✓	4			AECOM, AIAL, CIAL, CI	

**DRAFT**

		1. Comply		2. Part Comply	3. Up Skilling	4. Aware	5. Non Comply
		Mandatory Training Needs	Compliance Rating	Immediate Training Needs	Skills Gaps and Training Needs	Delivery Programmes Procurement PASO/ACI/AMPAP/AFL/NZCAA/Airways NZ/AS/CIAL/NZAA/AVSEC NZ	Timetable
139.55	Personnel requirements	✓	3			AECOM, AIAL, CIAL, CI	
<b>3.0 Aviation Security</b>							
139.77(a)(20)	Security requirements	✓	5	✓	Assess airline requirements. Is the airport operation consistent with Airline requirements?	TBU, AVSEC(NZ)	Qtr 1 2013
139.203	Security Designated Aerodromes	✓	5	✓	Compliance is urgent. Once compliant, training in sustaining compliance is pivotal.	TBU, AVSEC(NZ)	Qtr 1 2013
139.205	Non-security Designated Aerodromes					TBU, AVSEC(NZ)	
139.77/69	Public Protection	✓	5		The facility does not lend itself to the level of protection staff try to attain.	TBU, AVSEC(NZ)	
139.77/119	Control of ground vehicles	✓	5			TBU, AIAL, CIAL, AVSEC(NZ)	
139.121	Protection of Navigation aids	✓	5		Evidence was given as to the security provided. however implementation is suspect.	Airways	
<b>4.0 Traffic Services</b>							
139.113	Aerodrome Aircraft Traffic Management (ATS)	✓	2	✓	Little traffic so on the job experience is low. Simulation training aids are required to maintain currency.	Airways NZ CHCH	
139.115	Apron management service	✓	2			AECOM, AIAL, CIAL	
139.77/105	Visual Aids for Navigation - maintenance and checking	✓	4			Airways	
<b>5.0 CAA</b>							
		x	2				

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		1. Comply		2. Part Comply	3. Up Skilling	4. Aware	5. Non Comply
		Mandatory Training Needs	Compliance Rating	Immediate Training Needs	Skills Gaps and Training Needs	Delivery Programmes Procurement PASO/ACI/AMPAP/AFL/NZCAA/Airways NZ/AS/CIAL/NZAA/AVSEC NZ	Timetable
<b>6.0 Met</b>		x	5		Met station staff are 20km away and little cross training exists for provision of accurate reporting		
<b>7.0 Aeronautical Info</b>							
175	Aeronautical Information Services Organisations Amendment 5	✓	4				
<b>8.0 Mechanical Backup</b>		x	4	✓	<ul style="list-style-type: none"> <li>- Only one fire appliance operational, so requires effective mechanical back up.</li> <li>- Further train a local engineer for quick response.</li> </ul>	Local engineer & Specialist	Qtr 1 2013
<b>9.0 IT Backup</b>		x	5	✓	Limited back-up provision. Train local technicians.	PAIP	Qtr 2 2013
<b>10.0 Hardware</b>		✓	5	✓	Usable Hand Held radios are required for communications to Tower and ARFF. Avsec x 1, AFS x 2, ARFF x 2, Airport Ops x2, Spares x 2.	PAIP – 9 radios & training on maintenance	Qtr 1 2013
<b>11.0 Summary</b>					Refer Section 3.3.		

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### 3.3 Summary

CAA Tarawa represents Bonriki airport's compliance and training regime. The facilities are very rundown, dysfunctional and hence compliance is compromised. There are no Emergency Exercises evident.

Most aspects of the organisation (Operations, Rescue Fire, Aviation Security, Air Traffic Services) had some documentation evident but with little training of personnel and regimes in place.

The depth of training is restricted to the existing knowledge base and requires more external input and refresher courses and contact with a training provider.

Staff should be cross trained in the event of an emergency. Some staff are well qualified but the inspection team were not convinced the management was effective.

External training is done in the main by course notes and follow-up assessment either by facilitators attending the port or by remote assessment.

There are few if any training aids (electronic) provided for on-going up skilling.

TRW does send staff to NZ and other centres for training but only if funding is made available via grants. Some staff have had past external training to tertiary level. Modular training is required for initiates and then refreshers every 6 months.

The cultural aspects and adaptation for training environment is important – it is considered that a Pacific culture would facilitate training. The budgetary allocations must link up with cost of training and initial indications are that Fiji courses are very cost competitive.

Other training institutions indicated are located in NZ, American Samoa; also through AMPAP, ASI, ACI, ICAO, and further afield in Singapore, Malaysia, and Korea.

### 3.4 Recommendations

Training focus is recommended in the following areas:

- a) Security
  - Basic security programs and provision of tools of trade such as hand held radios
  - Refresher Security courses
- b) Operations
  - Airside Operations Training
  - Airport Safety Management System (SMS) and response
  - An Emergency training exercise is required urgently
  - Training for Environmental emergencies
  - Risk Management System (RMS)
- c) Air Traffic Management/Control
  - Local flight service Radio contact is limited due to lack of hand held
  - Approach Control
  - Local flight service
  - International Flight Service
- d) ARFF
  - Truck radios have little connectivity to other agencies and Airport services due to lack of hand held
  - Basic Fire fighting, Rescue Fire Officer and Senior Fire Officer training
  - Appliance/Equipment operations and maintenance
- e) Border Control
  - International operations require constant upgrading of knowledge to international experience and trends
- f) CAA knowledge base – Refer to CAA Tarawa

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### 4.0 Training Courses on Offer

Aviation training courses are available around the world from various sources. Some are industry or regulatory based and some are attached to aviation related commercial or government organisations such as airports and traffic control centres. These include (non-exclusive):

- **AMPAP – Airport Management Professional Accreditation Programme.**

Specialises in professional development at the MBA level and open to any airport managerial employee.

The programme is recognised internationally and administered for the co-founders (Airports Council International (ACI) and ICAO) by Aviation Strategies International (ASI), a Montreal based firm.

The programme is a combination of classroom courses with a minimum of 18 participants normally hosted by an airport and followed by on line courses and electives with a professional accreditation outcome.

Further reference is via - [www.iap.aero](http://www.iap.aero).

- **CIAL - Christchurch International Airport Ltd, NZ**

CIAL provides full ARFF training from basic fire fighting, breathing apparatus and Hot Fire training to Senior Officer level.

The courses include onsite training, apparatus and materials with arranged accommodation and meals.

Structure fire cross training can be arranged

- **AIAL – Auckland International Airport Ltd – NZ**

Provides fully integrated ARFF training by arrangement.

- **IATA - International Air Transport Association**

The IATA Training and Development Institute (ITDI) is a leading provider of global aviation training solutions and professional development programs for the entire aviation value chain

The structure offers flexible training solutions in a classroom, distance learning or in-company format to meet all budgets and needs.

Caters for the new recruit, a specialist or senior management.

- **ATTTO – Aviation Tourism and Travel Training Organisation**

New Zealand's industry training organisation (ITO) for the aviation, tourism and travel industries.

ATTTO work-based training provides employed people the ability to learn while they work, gaining national qualifications that recognise skills gained on the job.

All aspects of Airport operations are covered by units offered up to Diploma level.

- **Airways - Airways Corporation of NZ**

A well-established training centre in Christchurch NZ plus facilities at other centres, provides full ATC and AFS training including radar and simulation to local or Oceanic standards.

- **Avsec – Aviation Security Service NZ**

Training courses from basic start up to senior level are available

- **AFL Airports Fiji Ltd**

AFL training offers a broad spectrum of cost effective training in a familiar cultural and accessible environment. On-campus accommodation and contemporary electronic facilities are available.

Practical operational training to aviation and other graduates a speciality.

Courses include:

Security – Avsec training from basic level to refresher.

Operations – Airside operations, Safety, Ramp and Rescue Fire training.

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ATM/ATC – Basic ATC to local and international Flight Service. Also Approach Control, Ground Control, Oceanic and Incident Investigation

CAA – Airworthiness and Lead Audit courses

Border Control – Police, Customs, Immigration, and Airport Health customised training

- **Other training service providers include:**

American Samoa Training facilities available

Australia Various third party training organisations available

Singapore, Malaysia, Japan and Korea All have various training facilities available

Airservices Australia

PASO – Pacific Aviation Safety Office Various courses available including general training in Safety, Security and Regulatory oversight and standards.

**D R A F T**

Appendix A

# Contact References



**DRAFT****Appendix A Contact References**

Michael Upton	MFAT – TW First Secretary, NZ High Commission	<a href="mailto:michael.upton@mfat.govt.nz">michael.upton@mfat.govt.nz</a>
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Aako Teikake	TRW – Deputy Director of Civil Aviation	<a href="mailto:ateikake@hotmail.com">ateikake@hotmail.com</a>
Ruta Ioata	TRW – Airport Manager	
Mr Tiubeta Rimon	TRW – Manager Aviation Security	
Muraea Tiaoti	TRW – Flight Service Supervisor	
Haueia Jreemon	TRW – Asst Flight Service Officer	
Tiubeta B Rimon	TRW – Asst Airport Manager & Avsec Supervisor	
Tiamwa Teaiwa	TRW – Flight Ops Officer	
Mr Tebutonga Ereata	Tarawa – Director of Lands	<a href="mailto:dolmd@yahoo.com.au">dolmd@yahoo.com.au</a>

**D R A F T**

## Appendix B

# Meetings Held

**D R A F T****Appendix B Meetings Held**

12 10 12	M. Upton	First Sec MFAT Kiribati
12 10 12	Ms T. Tioto	Deputy Secretary of Transport
13 10 12	A. Teikaka	Deputy Director CAA
14 10 12	B. Tabokai	Director of CAA
15 10 12	R. Ioata	Airport Manager
15 10 12	Ms T. Tioto	Deputy Sec of Transport
15 10 12	T. Ereata	Director of Lands