



**CIVIL AVIATION GUIDANCE MATERIAL – 1101**



# **AIR TRAFFIC MANAGEMENT NOMINATED POST HOLDER**

**ATM NPH**

**CIVIL AVIATION AUTHORITY OF MALAYSIA**

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## Introduction

This Civil Aviation Guidance Material 1101 (CAGM 1101) is issued by the Civil Aviation Authority of Malaysia (CAAM) to provide guidance for the approval and acceptance of Nominated Post Holder (NPH) for Air Traffic Management key positions, pursuant to Civil Aviation Directives 11 – Air Traffic Services.

Organisations may use these guidelines to demonstrate compliance with the provisions of CAD 11. Although the appointment of the NPH rests with the service provider, CAAM is obligated to oversee the required acceptance standards are met. Essentially, NPH will be expected to prove to the Authority that they possess the experience and qualification required for them to be able to fulfil their management role and ensure compliance with the regulations.

**(Datuk Captain Chester Voo Chee Soon)**  
Chief Executive Officer  
Civil Aviation Authority of Malaysia

## Civil Aviation Guidance Material Components and Editorial Practices

This Civil Aviation Guidance Material is made up of the following components and are defined as follows:

**Standards:** Usually preceded by words such as “*shall*” or “*must*”, are any specification for physical characteristics, configuration, performance, personnel or procedure, where uniform application is necessary for the safety or regularity of air navigation and to which Operators must conform. In the event of impossibility of compliance, notification to the CAAM is compulsory.

**Recommended Practices:** Usually preceded by the words such as “*should*” or “*may*”, are any specification for physical characteristics, configuration, performance, personnel or procedure, where the uniform application is desirable in the interest of safety, regularity or efficiency of air navigation, and to which Operators will endeavour to conform.

**Appendices:** Material grouped separately for convenience but forms part of the Standards and Recommended Practices stipulated by the CAAM.

**Definitions:** Terms used in the Standards and Recommended Practices which are not self-explanatory in that they do not have accepted dictionary meanings. A definition does not have an independent status but is an essential part of each Standard and Recommended Practice in which the term is used, since a change in the meaning of the term would affect the specification.

**Tables and Figures:** These add to or illustrate a Standard or Recommended Practice and which are referred to therein, form part of the associated Standard or Recommended Practice and have the same status.

**Notes:** Included in the text, where appropriate, Notes give factual information or references bearing on the Standards or Recommended Practices in question but not constituting part of the Standards or Recommended Practices;

**Attachments:** Material supplementary to the Standards and Recommended Practices or included as a guide to their application.

It is to be noted that some Standards in this Civil Aviation Guidance Material incorporates, by reference, other specifications having the status of Recommended Practices. In such cases, the text of the Recommended Practice becomes part of the Standard.

The units of measurement used in this document are in accordance with the International System of Units (SI) as specified in CAD 5. Where CAD 5 permits the use of non-SI alternative units, these are shown in parentheses following the basic units. Where two sets of units are quoted it must not be assumed that the pairs of values are equal and interchangeable. It may, however, be inferred that an equivalent level of safety is achieved when either set of units is used exclusively.

Any reference to a portion of this document, which is identified by a number and/or title, includes all subdivisions of that portion.

Throughout this Civil Aviation Guidance Material, the use of the male gender should be understood to include male and female persons.





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## Summary of Changes

ISS/REV no.	Item no.	Revision Details



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## **1 General**

### **1.1 ATS Responsibilities**

1.1.1 An ATS administration is charged with the responsibility for promoting and supervising the development of civil aviation in Malaysia while, at the same time, fostering safety, achieving the efficient use of navigable airspace, and developing and operating a satisfactory air navigation system.

1.1.2 As required in CAD 11, the ATS providers shall identify the key personnel responsible for the safe conduct of the air traffic management. Their positions, responsibilities, functions, accountabilities and authorities are to be clearly defined

### **1.2 Personnel**

1.2.1 The ATS Provider must have a nominated Accountable Manager acceptable to the Authority, who has corporate authority for ensuring that all operations, safety performance and maintenance activities can be financed and carried out to the standard required by the Authority and any additional requirements defined by the service provider.

1.2.2 The Accountable Manager is an essential part of the ATS Provider's management organisation. The term 'Accountable Manager' is intended to mean the person who by virtue of his position has overall responsibility (including finance) for managing the organisation.

1.2.3 A person or group of persons shall be nominated by the ATS Provider and approved by the Authority, with the responsibility of ensuring that the organisation remains in compliance with the applicable requirements. Such person(s) shall be ultimately responsible to the Accountable Manager.

1.2.4 The ATS Provider shall maintain appropriate experience, qualification and training records to show compliance with paragraph 1.2.3.

1.2.5 The ATS Provider shall ensure that all NPH are aware of the rules and procedures relevant to the exercise of their duties.

## **2 ATS Key Management Personnel**

### **2.1 Job Description Requirement**

2.1.1 The ATS Provider shall develop a complete description of the qualifications required for and the duties and responsibilities of the key management personnel.

2.1.2 The service provider must have nominated post holders acceptable to the Authority, who are responsible for the management and supervision of the following areas:

- a) ATS Provider's organisation (Accountable Manager);
- b) Operations;
- c) Training;
- d) Safety; and
- e) Technical.

## 2.2 Nominated Post Holders (NPH)

2.2.1 NPH should possess the appropriate experience and competencies requirements which are listed in paragraphs 2.2.2 and 2.3 below. The ATS Provider may nominate candidates who do not meet the requirements in full, together with the justification as being comparable and the ability to perform effectively the functions associated with the post and with the scale of the operation.

2.2.2 NPH should possess the fundamental skill set that makes it possible to apply the knowledge in the wide range of operational and management situations, but not limited to:

- a) plan, develop, implement and direct the organisation's/division's operational performance.
- b) analyse the effects of long-term growth initiatives, planning, new strategies, and regulatory actions.
- c) implement, improve, and enforce policies and procedures that will increase the operational effectiveness of the organisation.
- d) communicate effectively and establish credibility throughout the organisation and with the management as an effective developer of solutions to aviation challenges.
- e) improve the planning and budgeting process continually by human resource division.
- f) provide strategic input and guidelines as subject matter expert on decision-making issues affecting the organisation.
- g) evaluate the division's operational for continual improvements and operating efficiencies.
- h) mentor and interact with staff members at all levels to foster growth and encourage development among the senior officers and all staff members.
- i) practical experience and expertise in the application of aviation safety standards and safe operating practices.

## 2.3 NPH Responsibilities and Qualifications

### 2.3.1 The Accountable Manager

- a) The Accountable Manager is responsible for the followings, but not limited to:
  - 1) establishing ATS policies, standards and procedures;
  - 2) ensuring the efficient operation of ATC units in accordance with approved policies, standards and procedures;
  - 3) maintaining discipline, efficiency and proper department of ATS personnel;
  - 4) recommending changes in ATS;
  - 5) providing representation regarding the selection and promotion of personnel; and
  - 6) review the annual ATS budget programme.
  
- b) The competency criteria for the Accountable Manager, are as follows, but not limited to:
  - 1) Comprehensive knowledge of all ICAO Annexes and related ICAO Documents;
  - 2) Comprehensive knowledge of establishment and management of a State Safety Oversight System inclusive the followings:
    - i) Obligations of safety oversight;
    - ii) Critical element of State Safety Oversight System;
  - 3) operational experience related to the product or service provided by the service providers
  - 4) technical background to understand the systems that support operations or the product/service provided;
  - 5) organisation management skill;
  - 6) project management skills;
  - 7) analytical and problem-solving skills;
  - 8) interpersonal skills;
  - 9) oral and written communications skills; and
  - 10) an understanding of human factors.

### 2.3.2 Responsible Person for Operations

- a) Responsible Person for Operations shall be responsible for the followings:
  - 1) supervising and inspecting ATC units;
  - 2) ensuring that all units operate in accordance with approved policies, standards and procedures;
  - 3) resolving operational problems between regions and making recommendations concerning inter-unit problems, where required;
  - 4) ensuring appropriate distribution of responsibility and workload to regions or units;

- 5) arranging for flight surveillance of ATS procedures, controller performance and the adequacy of air-ground communications; and
  - 6) ensuring close liaison with users of the ATS;
- b) The competency criteria are as follows, but not limited to:
- 1) comprehensive knowledge of ANS-related ICAO Annexes and related ICAO Documents;
  - 2) comprehensive knowledge of safety oversight and the Critical Element of State Safety Oversight System;
  - 3) operational experience related to the product or service provided by the service providers;
  - 4) technical background to understand the systems that support operations or the product/service provided;
  - 5) organisation inclusive of human resource management skills;
  - 6) analytical and problem-solving skills;
  - 7) interpersonal skills;
  - 8) oral and written communications skills; and
  - 9) an understanding of human factors.

### 2.3.3 Responsible Person for Training

- a) Responsible Person for Training shall be responsible for the followings:
- 1) plan and implementing all aspects of the ATC training programme;
  - 2) co-ordinating the selection of personnel for training;
  - 3) co-ordinating medical examination programmes and developing required procedures;
  - 4) recommending action regarding employees who fail to acquire or to maintain the necessary proficiency;
  - 5) evaluating progress and potential of trainees;
  - 6) developing and revising training programmes to satisfy national requirements;
  - 7) reviewing training aids and material required for training programmes;
  - 8) conducting such liaison and familiarisation with all regions or ATC units as is necessary to be thoroughly conversant with current requirements for training throughout the ATS branch;
  - 9) co-ordinating with other branches as required; and
  - 10) where adopted as policy, arranging familiarisation flights and inter-unit liaison visits.
- b) The competency criteria are as follows, but not limited to:
- 1) Comprehensive knowledge of ANS-related ICAO Annexes and related ICAO Documents;
  - 2) Comprehensive knowledge of training-related ICAO Documents;
  - 3) operational experience related to the product or service provided by the service providers;

- 4) technical background to understand the systems that support operations or the product/service provided;
- 5) organisation management and training planning skills;
- 6) analytical and problem-solving skills;
- 7) interpersonal skills;
- 8) oral and written communications skills; and
- 9) an understanding of human factors.

#### 2.3.4 Responsible Person for Technical

a) Responsible Person for Technical shall be responsible for the followings

- 1) programming the provision of electronic communications and other ATC equipment;
- 2) recommending system improvements;
- 3) developing installation plans to ensure optimum use of equipment;
- 4) participating in the development of training programmes covering equipment utilisation;
- 5) co-ordinating with the communications branch and other agencies regarding communications and equipment;
- 6) developing regional ATC space requirements, plans and layouts;
- 7) ensuring that adequate equipment and supplies are available to units;
- 8) checking the quality of performance and reliability of equipment in use in ATC units;
- 9) organising the ATS airspace and planning of associated procedures;
- 10) reviewing existing procedures;
- 11) planning the development and maintenance of airspace requirements;
- 12) assisting in the preparation of agreements between ATC units and military ATC units and between national ATS and foreign governments;
- 13) developing and maintaining effective relationships with other branches and divisions, other departments and agencies, civil aviation industry organisations and associations and users of the system; and
- 14) recommending required changes in personnel, equipment, communications, space and operating positions.

b) The competency criteria are as follows, but not limited to:

- 1) Comprehensive knowledge of ANS-related ICAO Annexes and related ICAO Documents;
- 2) Comprehensive knowledge of related ICAO Documents on ATS planning and ATM system;
- 3) Comprehensive knowledge of training-related ICAO Documents;
- 4) operational experience related to the product or service provided by the service providers;
- 5) technical background to understand the systems that support operations or the product/service provided;
- 6) project management skills;
- 7) analytical and problem-solving skills;

- 8) interpersonal skills;
- 9) oral and written communications skills; and
- 10) an understanding of human factors.

### 2.3.5 Responsible Person for Safety

- a) Responsible Person for Safety shall be responsible for the followings:
  - 1) managing the SMS implementation plan on behalf of the accountable executive (upon initial implementation);
  - 2) ensuring that adequate safety measures are maintained at all ATC units.
  - 3) perform/facilitate hazard identification and safety risk analysis;
  - 4) monitor corrective actions and evaluate their results;
  - 5) provide periodic reports on the organisation's safety performance;
  - 6) maintain SMS documentation and records;
  - 7) plan and facilitate staff safety training;
  - 8) provide independent advice on safety matters;
  - 9) monitor safety concerns in the aviation industry and their perceived impact on the organisation's operations aimed at product and service delivery;
  - 10) coordinate and communicate (on behalf of the accountable executive) with the CAAM on issues relating to safety.
  - 11) investigating complaints against and operational irregularities within the ATS;
  - 12) collaborating in the investigation of accidents and breaches of air regulations and air navigation orders;
  - 13) assisting in investigating complaints, incidents, accidents, and breaches of air regulations and air navigation regulations;
- b) The competency criteria are as follows, but not limited to:
  - 1) comprehensive knowledge of ANS-related ICAO Annexes and related ICAO Documents;
  - 2) comprehensive knowledge of safety-related ICAO Documents on ATS;
  - 3) comprehensive knowledge of safety oversight and the Critical element of State Safety Oversight System;
  - 4) operational experience related to the product or service provided by the service providers;
  - 5) safety/ quality management experience
  - 6) technical background to understand the systems that support operations or the product/service provided;
  - 7) project management skills
  - 8) analytical and problem-solving skills;
  - 9) interpersonal skills
  - 10) oral and written communications skills; and
  - 11) an understanding of human factors

### 3 Application for NPH

- 3.1 ATS Provider applying for initial application or application for change of post holder shall provide the Authority with the CAAM/BPUA/ATS/01 form together with the relevant general education, technical qualifications, experience and full details of employment with positions held during the past ten years.
- 3.2 Before proposing an ATM post holder to the Authority, the ATS Provider must ensure that:
- a) The person is compliant with the minimum requirements addressed in paragraphs 2.2.2 and 2.3. of these guidance materials for the ATM post holder(s);
  - b) Form CAAM/BPUA/ATS/01 is used and filled according to the checklist in Appendix 1;
  - c) Form CAAM/BPUA/ATS/01 is signed by the post holder himself attesting that the information is accurate and compliant to the requirements;
  - d) The evidences of training and/or experience as required by the checklist in Appendix 1 are enclosed.
- 3.3 Application form previously accepted by the Authority for a different position or in a different ATS Provider cannot constitute a demonstration of acceptability for a new position. However, such evidence could be provided as an element to support the new application.
- 3.4 Application form CAAM/BPUA/ATS/01 is available via the CAAM website (refer Attachment 1).
- 3.5 All forms duly completed shall be submitted through ATS Provider Head of Department in writing or through email to:
- Director of Air Navigation Services and Aerodrome Division  
Civil Aviation Authority of Malaysia  
Level 1, Block Podium B, Lot 4G4  
No. 27, Persiaran Perdana, Precinct 4  
62618 Putrajaya  
Malaysia.
- 3.6 The application turnaround time starts from the submission of fully completed documents and information. The processes and the results will be notified within 60 days.

## **4 Acceptance of NPH**

### **4.1 Review of Documented Evidences**

4.1.1 The CAAM/BPUA/ATS/01 form is aimed to demonstrate that the ATM post holder is a person holding the minimum knowledge, background and experience according to the minimum requirement in paragraphs 2.2.2 and 2.3. of these guidance materials, which is relevant to the position he holds.

### **4.2 Interview**

4.2.1 The CAAM/BPUA/ATS/01 form acceptance process may be complemented by an interview of the proposed post holder(s) by the Authority.

4.2.2 The objective of the interview is to ensure through sample checks that the minimum requirements in paragraphs 2.2.2 and 2.3 of these guidance materials are met by the ATM post holder(s), with particular reference to the following areas:

- a) An acceptable working knowledge/understanding of organisation procedures and the national aviation legislatives and regulations;
- b) An acceptable level of English proficiency.

4.2.3 During initial approval process. A meeting with the NPH(s) shall convened to verify his compliance with the criteria outlined in paragraphs 2.2.2 and 2.3 of these guidance materials.

4.2.4 Change of ATM post holder(s). In case of change of post holder(s), the decision to conduct an interview is at the discretion of the Authority. However, the interview is to be considered mandatory in case of frequent and significant changes of the ATM post holder(s) that may compromise the organisational stability.

4.2.5 The formal interview of the proposed post holder(s) will be determined by the Authority.

### **4.3 Formal Acceptance of the ATM Post Holder(s)**

4.3.1 Once the Authority is satisfied by the documental evidences and interview, he will recommend acceptance of the ATM post holder(s).

4.3.2 Based upon this recommendation, the Authority will formally notify the ATS Provider by letter its acceptance and signed copy of the CAAM/BPUA/ATS/01 form will be attached.

4.3.3 The evidences associated to the ATM post holder(s) are to be kept by the Authority.





## 5 Appendices

### 5.1 Appendix 1 – Application Form Checklist

No.	Subject	Completion Notices	Note
1	Organisation	Enter the Organisation name	
2	Address	Enter the Organisation address	
3	Position Nominated	Enter the position for which the person indicated in item (4) is proposed	<ul style="list-style-type: none"> <li>i. List of positions are available in CAGM 1101 para 2.3</li> <li>ii. Fill one form for each different position hold</li> </ul>
4	Full name of person nominated	Enter the name of the person proposed to hold the position identified in item (3)	<i>Title means any personal title (e.g. Mr, Mrs, Ms, Dr., etc.)</i>
5	Date of birth	Enter date of birth of the person in item (4)	<i>DD/MM/YYYY format</i>
6	Qualifications relevant to the position	Enter the qualifications hold by the person indicated in item (4) which are relevant to the item (3) position	<i>In order to provide the evidences associated to the declared qualifications:</i> <ul style="list-style-type: none"> <li>i. Attach the relevant evidence to the application form; or</li> <li>ii. Attach certificate of trainings certified by Head of Department</li> </ul>
7	Work experience relevant to the item position	List the previous work experiences of the person indicated in item (4) which are relevant to the item (3) position	<i>Use the following format period from/to- Position covered- company/organisation</i>
8	Date	Enter the date in which the application form is signed by the person indicated in item (4)	
9	Signature	Enter the signature of the person indicated in item (4)	<i>The Form CAAM/BPUA/ATS/01 must be signed by the proposed person himself</i>
10	Organisation Stamp		



## 6 Attachments

### 6.1 Attachment A – List of NPH Forms

- 1 The list of forms below is available for download from the CAAM website <https://www.caam.gov.my/e-services-forms/air-navigation-services-aerodrome/>  
Applicants are reminded to always refer to the website for the latest version of each form.

No	Form Name	Form No.
1	Application for Nomination of Post Holders for The Air Traffic Management	CAAM/BPUA/ATS/01