



TECHNICAL GUIDANCE MATERIAL

for

Development of Aviation Training Organisation Training Procedures Manual (Pilot Training)

SUBJECT: TECHNICAL GUIDANCE MATERIAL FOR THE DEVELOPMENT OF AN AVIATION
TRAINING ORGANISATION TRAINING (ATO) PROCEDURES MANUAL (TPM)

EFFECTIVE DATE: 1 April 2026

1. APPLICABILITY

All prospective Aviation Training Organisations and existing Aviation Training Organisations that conduct pilot flight training.

2. PURPOSE

This technical guidance material has been designed to meet the SACAA requirements for Part 141.01.19 and the supporting 141 technical standards, assisting applicants who require an Aviation Training Organisation approval.

The TPM submitted to the SACAA for acceptance and approval of the training programs should only contain relevant information as required by SACATS 141.

3. REQUIREMENTS

All ATO holders are required to comply with the requirements of CAR 141.01.19 the TPM is to be structured in terms of CATS 141 and as per the guidance provided in this TGM.

4. REFERENCE:

- i. The Civil Aviation Regulations 2011 (as amended) CAR 141
- ii. The Civil Aviation Regulations 2011 (as amended) CAR 187.

5. LIST OF DEFINITIONS AND ABBREVIATIONS USED IN THIS DOCUMENT

5.1 Definitions

TERM	DEFINITION
Aviation Training Organisation	It means an organisation approved by an appropriate Authority to conduct aviation training.
Accountable Manager	The individual who has corporate authority for ensuring that all training commitments can be financed and carried out to the standard required by the Authority, and any additional requirements defined by an ATO.

5.2 Abbreviations

ABBREVIATION	DESCRIPTION
AM	Accountable Manager
ATO	Aviation Training Organisation
CAR	Civil Aviation Regulation
FSTD	Flight Simulator Training Devices
HOT	Head of Training
QAM	Quality Assurance Manager
SACAA	South African Civil Aviation Authority
SACAR	South African Civil Aviation Regulations
SACATS	South African Civil Aviation Technical Standards
SM	Safety Manager
SSA	Safety Standards Assurance
TPM	Training Procedures Manual

6. GENERAL

- 6.1** This TGM serves to guide organisations in compiling the Training Procedure Manual to define their training framework and its associated elements. This TGM is a high-level overview of aspects that should be detailed within the TPM.
- 6.2** The ATO shall ensure that the training and procedures manual is amended as necessary to keep the information contained therein up to date.
- 6.3** The ATO shall furnish copies of all amendments to the training and procedures manual to the Director and, upon approval, within 30 days, make it available to all applicable personnel and organizations.
- 6.4** ATO training and Procedures manual approved by the Director, for the use and guidance of its personnel, shall contain the following information –
- Description of the scope of training authorised under the ATO's terms of approval
 - Content of training programmes offered, including the courses and equipment to be used.
 - Description of the ATO's Quality assurance and quality system
 - ATO's facilities
 - The names, duties, and qualifications of personnel responsible for planning, performing, and supervising training
 - Description of the procedures used to establish and maintain the competence of instructional personnel.
 - Description of the method used for the completion and retention of the training records, and
 - Description of additional training needed to comply with the operator's procedures and requirements.

7. Part 1: General Organization and Training Standards

7.1 Administration and Manual Control

- 7.1.1 Preamble and Table of Contents:** Includes the formal introduction, legal basis for the manual, and a complete layout of all sections.
- 7.1.2 Amendment Procedures:** Detailed instructions on how the manual is updated, who is authorized to make changes, and how those changes are communicated to staff.

See example of Amendment Record

AMENDMENT	AMENDMENT DATE	DESCRIPTION OF AMENDMENT	AMENDED BY
Original	22 April 2025	Issue 1	K. Mmapheto
1	30 May 2025	Amendment 1: Change of Post holder HOT	K. Mmapheto

[NB. Keep your amendment Record up to date: The amendment date should reflect the date on the front page, and the footer.]

For document control purposes an amendment is a specific change to TPM to align to the regulation or technical standard, a revision is a broader update or reworking of a document, and an issue refers to the formal release of a new version of a document.

7.1.3 List of Effective Pages: A tracking table to ensure every holder of the manual has the most recent version of every individual page.

See example of List of **Effective Pages**

PAGE	REVISION & AMENDMENT NO	EFFECTIVE DATE	PAGE	REVISION AND AMENDMENT NO	EFFECTIVE DATE
Front Page	REV	DATE	Appendix E	Original	1 April 2026

See Example of **Details and Approval**

ATO TPM	SACAA ATO APPROVAL NUMBER
Revision and Amendment Number	Revision number: [ENTER REVISION NUMBER HERE)
Effective Date:	

PROCESS	NAME	SIGNATURE	DATE
Prepared By			
Reviewed by the Accountable Manager			
Approved by the SACAA			

- Glossary and Abbreviations:** A centralized list of all technical aviation terms and acronyms used within the organization.
- Description of the structure and layout of the manual:** A concise description of the sections within the manual.
- The paragraph numbering system**
- Statement of Confidentiality**

Sample of **STATEMENT OF CONFIDENTIALITY**

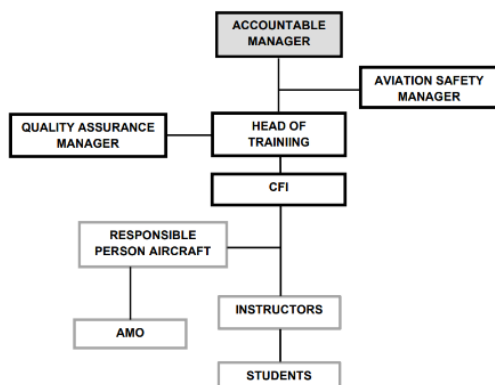
The Aviation Training Organisation Training and Procedure Manual contains information that is confidential and proprietary to [ENTER ATO NAME].

[ENTER ATO NAME] submits this document to the regulator which shall be held in strict confidence and will not be disclosed, or disseminated or used, in whole or in part, for any purpose other than the purpose for which it is provided without the written consent of [ENTER ATO NAME].

Scope of Training: A clear statement of the specific courses the Approved Training Organization (ATO) is authorized to conduct under its terms of approval. This should replicate the training contained on the operations specification.

7.2 Management and Personnel

7.2.1 **Organization Chart:** A visual map of the ATO's management structure, identifying the hierarchy and reporting lines.



Example of reporting line chart

Key Post Holders: Defined responsibilities and required qualifications for the following position must be clearly stipulated within the manual.

7.3 Accountable Manager:

Overall responsibility for financial funding and compliance.

- Shall not have had any conviction or administrative sanction under the Act or these Regulations which, in the view of the Director, was sufficiently serious to render such person not fit and proper to exercise the responsibilities of such position.
- Shall employ the management personnel required by Part 141 on a full-time basis to ensure proper control and supervision of its personnel and operation.

7.4 Head of Training:

Responsible for the development of standards for training.

- Could be Accountable Manager/Executive.
- Shall have overall responsibility for ensuring satisfactory integration of flying training, flight simulation training and theoretical knowledge instruction and for supervising the progress of individual students.

7.5 Qualification

- Have had extensive experience in training as a flight instructor for professional pilot licences and possess a sound managerial capability.

7.6 Chief Flight Instructor:

- Responsible for the implementation and maintenance of standards and quality of training.

7.7 Qualification:

- a) Shall hold the highest professional pilot licence related to the flying training courses conducted.
- b) Shall have the rating(s) related to the flying training courses conducted and a flight instructor rating for at least one of the types of aircraft used on the course.
- c) Shall have completed 1,000 hours PIC flight time of which a minimum of 500 hours shall be on flying instructional duties related to the flying courses conducted, of which 200 hours may be instrument ground time.

Note: If the ATO offers different categories of training. A CFI must be appointed for each category.

7.8 Safety Manager

- a) Shall be an appropriate manager who, irrespective of other functions, shall have ultimate responsibility and accountability for the implementation and maintenance of the SMS.

7.9 Qualification

- a) As a minimum, shall have a full-time experience in aviation safety in the capacity of an aviation safety investigator, safety/quality manager or safety risk manager, sound knowledge of the organisation's operations, procedures, and activities, broad aviation technical knowledge, an extensive knowledge of SMS and have completed appropriate SMS training.
- b) Shall understand risk management principles and techniques to support the SMS, experience implementing and managing an SMS.
- c) Shall have experience and qualifications in aviation accident/incident investigation and human factors, experience and qualifications in conducting safety/quality audits and inspections.
- d) Shall have a sound knowledge of aviation regulatory frameworks, including ICAO Standards and Recommended Practices and relevant CAR, the ability to communicate at all levels both inside and outside the company, the ability to be firm in conviction, promote a just and fair culture and yet advance an open and non-punitive atmosphere for reporting.
- e) Shall have the ability and confidence to communicate directly to the accountable executive as an advisor and confidante, well-developed communication skills and demonstrated interpersonal skills of a high order with the ability to liaise with a variety of individuals and organisational representatives, including those from differing cultural background and computer literacy and superior analytical skills.

7.10 Quality Manager

- a) Shall report directly to the head of training and have unencumbered access to all parts of an ATO.
- b) When the head of training is not the accountable manager, reporting mechanisms shall be instituted to ensure that the accountable executive is aware of all issues impacting the quality of the training services being provided by the affected ATO.

7.11 Qualification

- a) As a minimum, have a grade 12 school level or equivalent,
- b) Certificate/s or diploma in quality management
- c) At least 5 years' experience in implementation and maintenance of quality management systems in the related field.

Succession of Command: A formal plan outlining who assumes responsibility if a key post holder is absent. A process of delegation of duties must be clearly stipulated within the manual.

NB: Ensure that all post holders have signed for their duties within the TPM.

7.12 Training Policies and Culture

Objectives and Ethics: The organization's commitment to training excellence, integrity, and safety values. The training policy sets the desired standard, while the culture of the organisation determines the outcome.

The training policy shall detail the following in detail

- a) Purpose and Scope of training
- b) Governance and accountability
- c) Training design and delivery
- d) Assessment and evaluation
- e) Continuance Improvement and compliance.

7.13 Training Culture

The ATO maintains a safety driven evidence-based training culture that supports compliance with SACAA Part 141, which promotes standardisation in training and ensure effective oversight and continuous improvement.

7.14 Culture expectation

- a) Compliance with applicable regulations
- b) Safety management systems, SMS implementation and hazard reporting.
- c) Effective implementation of the Quality Management system.

7.15 Learning and Training culture

- a) Approved training programme, syllabi. Training objectives and assessments as per SACAA Part 141 must be defined and detailed clearly.
- b) Compliant Instructor responsibilities must be stipulated with a supporting copy signed by each instructor within their personnel files.
- c) Assessment and checking standards as per SACAA Part 141.

7.15.1 This aspect of the manual should detail the ATOs policy regarding the following:

- a) Weather limitations
- b) Rest periods
- c) Maximum training slots for students and instructors
- d) Assistance programmes and evaluation criteria
- e) Remedial training for students for different aspects of training
- f) Knowledge and skills test preparation
- g) Moderation
- h) Suspension
- i) Poor performance
- j) Client feedback

7.16 Facilities and Equipment

- 7.16.1 **General Facilities:** Descriptions of offices, storage, archives, and reference libraries. This should include a floor plan as an appendix.
- a) The facility breakdown should make provision of the type of training that will take place and the requirements of all students.
 - b) Simulator facilities and addresses should be included within this section with reference to 3rd party user service level agreements.

- 7.16.2 **Classrooms:** Specifications for the number, size, and technical equipment (projectors, computers) available in each room.
- a) The allocation of classroom sizes should be based on the following:
 - b) Number of students that can be accommodated in a class.
 - c) Student workstation size
 - d) Class Configuration
 - e) Media available

Additional classrooms that are not located at the primary ATO approval must include a process of approval with support compliance to quality and health and safety policies.

- 7.16.3 **Training Devices:** Details regarding the type, number, and physical location of flight simulators or other training aids. This includes reference to service level agreements with 3rd parties where applicable.
- a) The selection of training devices must be in line with the training the ATO aims to conduct, the Training devices should contain certification, memorandum and manual of procedure
 - b) All the instructors who will be teaching on such a device should be trained and signed out by the senior instructor and be subject to annual recurrency and keep current.
 - c) The location of these devices should be kept clean, maintained and adequate lighting should be kept at a working standard that provides comfort to the end users.
 - d) Training Devices should also be aligned with the requirements of the state regulations and should be kept to the standards and any changes and upgrades should be reported to the SACAA and be approved.
 - e) Training devices should also be kept in a secure location and only super users can be able to access to the devices and apply any required changes.

7.17 Staff Training

The ATO shall ensure that those personnel responsible for training or assessing students, have a combination of competence and experience adequate for the level of competence required for such training or assessment.

Only competent full-time and part-time instructors are employed, ensuring high levels of expertise, quality of service and safety in compliance with South Civil Aviation Regulations 141.02.04.

Competence of instructors will be monitored by means of check-rides, briefings and annual flight tests

- a) Instructor proficiency checks procedure and check period should be detailed.
- b) Post holder recurrent training must be detailed and include mandatory SMS training.
- c) Progressive development of instructors should be detailed.
- d) Succession planning process should be stipulated.

7.18 Student Management and Evaluation

A general description of the process for authorisation should be included at the beginning of this section.

7.18.1 Pre-entry Requirements: Defined standards for age, education, medical fitness, and language proficiency before a student can enroll.

Before enrolment, all students must meet defined standards to ensure suitability for training:

- a) Age: Minimum age as prescribed by SACAA for the license or rating sought.
- b) Education: Proof of secondary education or equivalent where applicable.
- c) Medical Fitness: Type of medical certificate issued by a SACAA-approved medical examiner.
- d) Language Proficiency: Demonstrated proficiency in English (ICAO Level 4 or higher).
- e) Screening: Verification of identity, background checks, and prior aviation experience (if applicable).

7.19 Recognition of prior learning:

Credits for previous training will be accepted under the following conditions:

- a) Theoretical knowledge upon rendering of previous ATO training as well as SACAA exam records.
- b) Only training that has already been noted in the student training file will be accepted.
- c) Flight experience will be accredited upon proof through flight logbook entries as well as training files that are up to date, signed and verified by the previous ATO CFI.

7.19.1 Training Curricula: Breakdown of theoretical knowledge (classroom), practical skills (flight/sim), and human factors (attitude and behavior).

- a) Training programmes shall be structured to cover three core domains:

7.20 Theoretical Knowledge (Classroom Instruction)

- a) Air law, meteorology, navigation, aircraft systems, performance, and operational procedures.
- b) Delivered via lectures, CBT (computer-based training), and guided study.

7.21 Practical Skills (Flight and Simulator Training)

- a) Aircraft handling, navigation exercises, instrument procedures, emergency drills.
- b) Conducted in approved aircraft and simulators under the supervision of qualified instructors.

7.22 Human Factors (Attitude and Behavior)

- a) Crew Resource Management (CRM), decision-making, situational awareness, and stress management.
- b) Evaluated continuously during training and reinforced through workshops and debriefing.

7.22.1 Remediation and Retesting: Procedures for providing additional training to students who fail a test before they are allowed a rewrite or re-evaluation.

7.23 Procedures for students who fail assessments:

- a) Identification of Weaknesses: Instructor documents areas of deficiency in training records.
- b) Additional Training: Tailored remedial instruction provided (extra simulator sessions, tutorials, or mentoring).
- c) Eligibility for Retest: Student must demonstrate readiness through instructor endorsement before re-evaluation.
- d) Retesting: Conducted by a different examiner where possible, ensuring impartiality.
- e) Record Keeping: All remediation and retesting documented in student's training file.

7.23.1 **Unsatisfactory Progress:** Formal procedures for correcting poor performance, changing instructors, or suspending a student from training.

7.24 Formal procedures for managing poor performance:

- a) Performance Review: Conducted when a student consistently fails to meet training standards.
- b) Corrective Action Plan: Written plan outlining remedial steps, timelines, and responsibilities.
- c) Instructor Change: If performance issues may be linked to instructor-student dynamics, reassignment is permitted.
- d) Suspension from Training: Applied when progress remains unsatisfactory despite remediation. Student may reapply after corrective measures.
- e) Discontinuance of flight training as per SACATS 61.02.7
- f) Termination of Training: In cases of persistent non-compliance, misconduct, or medical unfitness.

7.24.1 **Proficiency Standards:** A statement of the required skill level a student must reach before progressing to the next phase of training. Proficiency standards is the minimum knowledge, skills, and performance levels a student must demonstrate at the ATO before advancing to the next phase of training or completing training.

- a) These standards are measurable, consistently applied, and aligned with an approved training syllabus. Clear objectives to ensure students' progress after achieving required competencies.

7.24.2 **Students:** Validity SPL/ Visa, training/ checking/Testing by proficient instructor/HOT/DFE.

- a) Hours measured by syllabus and discontinuance of flight training

7.25 Records

- a) Procedure to ensure student and staff records are stored securely and remain confidential.
- b) Record security policies ensure that all students and staff records are protected against unauthorized access.
- c) Records stored electronically or as per the ATO's policies and procedure with security controls in place.
- d) Availability and accessibility of amendments and manuals to staff members as per the approved TPM.
- e) Confidentiality is maintained in accordance with policies, internal procedures and the POPI act.

7.26 Quality Assurance (QA):

7.26.1 The TPM must include the quality management format as per SACATS 141.01.18 which can be found in the Technical Guidance Material for an ATO for the implementation of SACATS 141.01.18.

7.26.2 Depending on the complexity of the organisation the Quality management system may be in a separate document however reference must be clearly contained within the TPM

7.26.3 A description of the internal audit and feedback systems used to detect and fix training deficiencies. Quality Assurance consists of internal review, audit, and feedback processes designed to monitor instructional effectiveness and compliance with training standards.

7.26.4 QA activities include periodic internal audits, instructor and student feedback, corrective action procedures identified and addressed, this can prevent training deficiencies.

7.27 Safety management system.

Refer to technical guidance material specific to Part 140.

7.28 Emergency response plan:

- a) Process to include different scenarios
- b) Activation procedure and escalation
- c) Next of kin notification
- d) Contact details applicable to operational control

8. Part 2: Specific to training organisations conducting flight training

8.1 Flight training plan

Training curricula including, as applicable, the –

Flying curriculum (Applicable to each Class, Type, License and Rating) as per the SACATS. In the absence of SACATS ensure compliance to SACATS 141.01.21.

8.2 Flight Planning and Safety:

8.2.1 Flight Approval and Control: The system for authorizing flights and the specific responsibilities of the Pilot-in-Command (PIC).

- a) The ATO must demonstrate that it maintains operational control over all training flight, clearly define the authority and responsibilities.
- b) Must explain how a flight is approved before it happens, who authorises flights, when authorisation is required, how such authorisation is recorded.

8.2.2 Fuel and Oil Requirements: Standardized procedures for calculating fuel loads, including reserves for contingencies and diversions.

- a) An ATO shall describe how fuel is calculated (Trip fuel, taxi and run up allowance, diversion, contingencies, final reserves, etc)
- b) Oil Requirements: details shall cover minimum oil levels: responsibility to check, recording of oil levels.
- c) Details of when oil shall be checked.

8.2.3 Weather Minima: Established minimum weather conditions (visibility, ceiling) required for different stages of student training and different types of operations (Day, Night, VFR, IFR).

- a) An ATO must clearly define when weather must be assessed.
- b) Approved sources of weather and the responsibility of the instructor/ PIC before a flight. Minimum weather conditions shall be defined for each stage of training and type of operation (Day, Night, VFR, IFR).

8.2.4 Incident Reporting: Procedures for reporting safety hazards, near-misses, and incidents. ATO must clearly state their reporting policy:

- a) What must be reported, who may report and time frames for reporting.
- b) Must have a brief definition of hazards, near miss, incidents and accidents.
- c) Must describe how the report must be submitted, confidentiality and protection from punitive action.

8.3 Routes

- a) Performance criteria, such as take-off, en route, landing, etc.
- b) Flight planning procedures including –
 - o minimum safe altitudes
 - o planning for contingencies such as emergency or diversion scenarios
- c) Navigation equipment required for routes planned.

- d) Training routes and practice areas for flight training.

8.4 Aircraft Operating information

8.4.1 Aircraft Handling, Loading and Fuelling

8.4.1.1 ATO to list the following for each aircraft type operated:

- a) Performance limitations for all aerodromes at which the ATO is approved to operate.
- b) Use of checklists
- c) Standard Operating Procedures (SOPs) for aircraft use, including the mandatory use of checklists and determination of performance limitations.
- d) Instructions for aircraft loading and securing of load.
- e) Any restrictions imposed by the ATO and/or regulations pertaining to what can be carried on board an ATO aircraft.
- f) Procedures for weighing passengers and items loaded onto ATO aircraft.
- g) Procedure to be followed to report aircraft defects and unserviceability.
- h) Procedures to be followed to procure fuel at ATO base and away from ATO
- i) Procedures to be followed to ensure the safe fueling of ATO aircraft
- j) Procedures to be followed in the event of an emergency concerning an ATO aircraft, including but not limited to in-flight emergencies, engine failures, and ground-based incidents.

8.5 Training Limitations and Rest

8.5.1 The ATO must develop a scheme for flight time, duty periods and minimum rest monitoring. This scheme should apply to all instructional activities conducted by the ATO including.

- a) flight instruction,
- b) simulator/FSTD instruction,
- c) theoretical instruction (ground school),

8.5.2 The scheme should cover instructors (full time and part time instructors), candidate instructors, examiners, and trainees.

8.5.3 The ATO should ensure that the scheme schedule is such that instructors and trainees are adequately rested at the start of any duty period. The ATO should not plan to exceed the limits in the scheme and should keep realistic schedules. There should be a process in place to manage deviations from the approved scheme.

8.5.4 Flight Time Limitations: Maximum allowable flying hours for both instructors and students to prevent fatigue.

8.5.5 The ATO shall ensure that the scheme ensures that no flight instructor exceeds the following maximums:

Period	Maximum Flight Time
Per duty period	6 hours
Preceding 7 days	30 hours
Preceding 30 days	100 hours
Preceding 90 days	300 hours
Preceding 365 days	1000 hours

8.5.6 Minimum Rest Periods: Mandatory rest times required between training sessions or flight duty periods.

Days Off & Rest Requirements for instructors
a) No more than 7 consecutive days worked between days off.

b) At least 2 consecutive days off in any consecutive 14 days.
c) Minimum of 6 days off in any consecutive 4 weeks at the normal operating aerodrome.
d) An average of at least 8 days off in each consecutive 4-week period, averaged over 3 such periods.
FSTD Instruction Limits
a) An FSTD instructor shall not conduct more than 8 hours of instruction (excluding briefing/debriefing) in any 24-hour period.

8.5.7 **Training Frequency:** Restrictions on the maximum number of individual flights or training hours allowed per day, week, or month.

8.5.7.1 The ATO should ensure that the scheme ensures that no trainee class hours exceed the following maximums:

- a) More than 8 hours in any day.
- b) more than 6 days.
- c) 40 hours in any 7-day period.

8.6 General scheduling principles (SA-CATS 141)

8.6.1 **The** ATO should ensure that general scheduling principles are applied in their scheme, such as:

- a) Objective: ensure instructors are adequately rested at the start of duty.
- b) Plan within the scheme. PIC may use discretion (under prescribed conditions) for unforeseeable delays on the day, but schedules should be realistic to avoid routinely breaching limits.
- c) Avoid undesirable rostering (e.g., frequent alternating day/night duties, disruptive positioning). Provide reasonable pre-flight duty notification and plan time off well in advance.
- d) Ensure instructors who work for more than one entity maintain accurate records and provide copies to the ATO.
- e) Map each clause to the section in the manual as per the example below.

SACAR/SACATS CLAUSE	MANUAL SECTION	EVIDENCE/RECORD
SACAR 141.01.20(1)-(2)	Sections 3 & 13: Policy and Deviations	Director approval letter; change control log
SACAR 141.01.20(3)-(4)	Section 12: Records & Retention	Duty/flight time records; multi-employer declarations
SACAR 141.01.20(5)	Section 6: Flight Instructor Limits	Cumulative hour reports
SACAR 141.01.20(7)	Section 7: Days Off & Rest	Rosters; leave records
SACAR 141.01.20(8)-(9)	Sections 8 & 9	FSTD rosters; class timetables
SACATS 141 – Duty Period Limitations (General)	Sections 3, 11 & 13	Scheduling policy; PIC discretion logs

9. AUTHORISATION

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