INDUSTRIAL SKILLS FRAMEWORK FOR
AEROSPACE INDUSTRY 2020/2021

Maintenance, Repair and Overhaul (MRO)

HRDCORP
HUMAN RESOURCE DEVELOPMENT CORPORATION

MAIA
Malaysia Aerospace Industry Association

![HRD Corp - Human Resource Development Corporation logo]

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AIRCRAFT MAINTENANCE (ENGINEERING WORKSHOP)

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2. Ts. Ramesh Sabapathy	Technological Association Malaysia
3. Mr. Chan Kum Piew	Malaysia Airlines Berhad
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Datuk Shahul Hameed Dawood
Chief Executive
Human Resource Development
Corporation
(HRD Corp)

The Human Resource Development Corporation (HRD Corp) has continuously worked towards increasing efficiency at the workplace by equipping the Malaysian workforce with proper skills, competencies and trainings. This therefore requires us to work hand in hand with players from the industry to align training needs with suitable certification courses. A well planned investment in human capital development will boost the growth of the industry and economy of Malaysia in the long term.

The COVID-19 pandemic has impacted most industries and has rendered conventional job positions obsolete. There are calls for flexible working methods and new jobs that will allow employees to work remotely while maintaining current productivity. HRD Corp has quickly realised that there is a need to revamp our approach in reaching out to the industry for the purpose of up-skilling and reskilling employees. Our biggest challenge at this point is to aggressively assist retrenched and unemployed Malaysians to get back into the workforce.

As such, this Industrial Skills Framework (IndSF) is a well-timed effort geared towards addressing the current challenges of assisting Malaysians to be successfully hired based on new skills and competencies that are required by the industry. I would like to take this opportunity to congratulate all members of the Sectoral Training Committee (STC) on Transportation, Subject Matter Experts from the industry and especially Malaysian Aerospace Industry Association (MAIA) for their tireless effort in developing this IndSF document. It is indeed an honour to be able to deliver this initiative to the Malaysian workforce. HRD Corp looks forward to being the driving force in shaping and empowering our Malaysian workforce so that they are globally competitive and skilful.

Datuk Shahul Hameed Dawood
Chief Executive, HRD Corporation

First of all, I would like to thank the committee members for entrusting me to be the Chairman of Sectoral Training Committee (STC) for the Transportation Industry. It is indeed an honour for me to be granted this opportunity to lead the committee and I am very pleased to be able to present our inaugural Industrial Skills Framework (IndSF) for the Aerospace Industry for this year. Despite the difficult pandemic environment situation, the working committee was able to produce in a very short time as a starter, the first set of skills frameworks for the Maintenance, Repair and Overhaul Subsector. This is our initial debut product since the formation of the STC and this can only be made possible with strong support and commitment given by our active members and with support from the industry's Subject

Mr. Naguib Mohd Nor
Chairman
STC Transportation

Matter Experts. The material is envisaged to be continuously updated in the coming years and it is hoped that it will become an important reference point for Aerospace industry players and the public alike.

The Aerospace Skills Framework produced in this publication will only be a start and not the end of the long and continuous process of creating a comprehensive skills standard that is recognized by industry. The content of this publication is expected to be updated continuously with new skills and competencies and with new job roles for every sector of the industry. It is therefore essential that Aerospace players and interested parties who use this material not only give constructive feedback on the material but also become the future contributors of the content and hopefully volunteer and participate in any industry skills framework workshops that is organised by HRD Corp.

Also, a special thanks and appreciation to the working committee of this publication who despite working under difficult circumstances was able to overcome obstacles, maximise their efforts and working together as a team to put together this important document. And last but not least, my sincere gratitude to the HRD Corp Management as the key sponsor and organiser who made it possible to create this invaluable material for the industry. Syabas.
Thank you.

1

This booklet serves as a **GUIDE** for **individuals, employers and training providers on knowledge, experiences and skills mastery** in the Aerospace industry

2

The prepared job matrix may serves as a **REFERENCE** for **career** progression within the industry

3

The Industrial Skills Framework for the Aerospace Industry will **FOCUS ON** **Level 4 of Malaysian Skill Certification** (or equivalent) and above

4

It is a **COMPLEMENTARY DOCUMENT** to the existing references developed by **National Occupational Skills Standard (NOSS) and Malaysian Qualifications Framework (MQF)**

5

This booklet focuses on **JOB DESCRIPTIONS, SKILLS AND TRAINING NEEDED** in **Aerospace** functions

6

The Industrial Skills Framework document is **NOT EXHAUSTIVE** and may be **REVIEWED FROM TIME TO TIME** for **continuous improvement** parallel with the latest changes within the industry
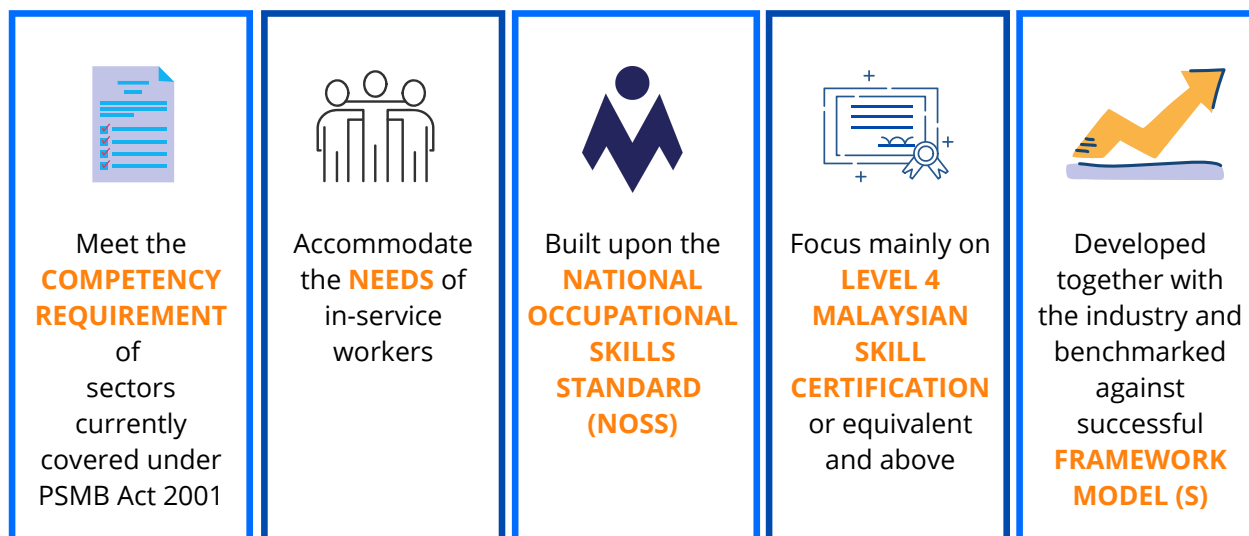
HRD Corp IndSF

INDUSTRIAL SKILLS FRAMEWORK

HRD Corp Industrial Skills Framework (HRD Corp-IndSF) is developed by Human Resource Development Corporation (HRD Corp) which aims to support the industry in acquiring skilled workforce who have the types and levels of competencies needed by the industry.

HRD Corp

- As an ADVISORY TO THE EMPLOYERS in identifying the suitable training programmes that meet the emerging needs of their business and bring positive impact to the industry.
- Drive measurable effect(s) to the business and ensure the highest value and return on training investment for the employers and employees based on the changing needs of the future work environment.

Principles

Meet the **COMPETENCY REQUIREMENT** of sectors currently covered under PSMB Act 2001	Accommodate the **NEEDS** of in-service workers	Built upon the **NATIONAL OCCUPATIONAL SKILLS STANDARD (NOSS)**	Focus mainly on **LEVEL 4 MALAYSIAN SKILL CERTIFICATION** or equivalent and above	Developed together with the industry and benchmarked against successful **FRAMEWORK MODEL (S)**

HRD Corp - IndSF : Aspiration

MORE INDUSTRY-RELEVANT training content	**BETTER TRAINING OUTCOME through collaborative approach**	**GREATER UTILISATION of levy paid**

FOR INDUSTRY: To identify the **emerging requirements** in the industry in order to equip the existing workforce with **the right knowledge** and **skills** and find suitable interventions to **bridge the needs** by leveraging on existing resources.

OVERVIEW

TRAINING SCENARIO IN AEROSPACE INDUSTRY

NO. OF EMPLOYERS AND EMPLOYEES AS AT DEC 2020

The Air Transport Industry is one of the sub-sectors under the PSMB Act, which comprised of

98
REGISTERED EMPLOYERS
and

35,961
EMPLOYEES

LEVY COLLECTED AND LEVY CLAIMED FROM JAN – DEC 2020

Levy collected for Air Transport industry is
RM426,785
And levy claimed is
RM304,785

LEVY UTILISATION RATE & TRAINEES TRAINED FROM JAN – DEC 2020

Levy utilisation rate is at
71.4% PER YEAR
with **6,198**
TRAINEES TRAINED

NO OF PROFESSIONAL TRAINING ATTENDED FOR YEAR 2020

33%
of attended courses are certification courses in 2020.

TOP FIVE (5) SKILL AREAS TRAINED by the Air Transport Industry:

2018	2019	2020
Journalist or Publishing	Aviation	Aviation
Safety and Health	Safety and Health	Safety and Health
Team Building or Motivation	Logistics or Supply Chain	Computer or IT
Process and Operation	Audit or Tax	Logistics or Supply Chain
Computer or Information Technology	Maintenance or Systems	Engineering

TALENT DESIRED ATTRIBUTES

This section aims to identify future talent needs in the Aerospace industry to better understand the unique talent requirements in Malaysia and help define the talent strategy for the industry.
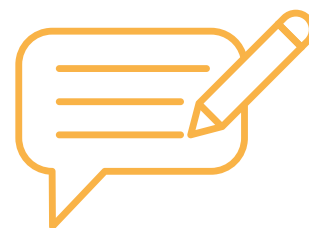
CRITICAL OCCUPATIONAL LIST IN AEROSPACE INDUSTRY

OCCUPATION	DESCRIPTION
1 Avionic Licensed Aircraft Engineer	Able to carry out and certify inspection, repair, modification, replacement, trouble shooting, overhaul, functional and operational testing on aircraft avionics system.
2 Sheet Metal Technician	Able to carry out and certify sheet metal and aircraft structures repair, modification and replacement as per approved repair schemes.
3 Aircraft Painting Technician	Able to carry out and certify paint stripping, protective corrosion treatment and re-painting of aircraft and components as per approved painting standards / specifications.
4 NDT Technician	Able to carry out and certify NDT checks on aircraft structures, wings and components such as wheel hubs and landing gear as per approved NDT, manuals and processes.

| 5	**Welder (especially titanium welding)**	Able to carry out manipulative techniques on the characteristics of stainless steel and titanium welding. Able to produce quality welds on thin gauge materials. Possess understanding on gas tungsten arc welding on thin gauge stainless steel and titanium. Also possess necessary skills to produce quality welds on stainless steel and titanium in the flat and horizontal positions.
6	**CNC Machinist (especially large sized product)**	Able to read and communicate in English and understand safety rules, operating & maintenance. Able to interpret blueprint/engineering drawings. Also able to apply CNC programs in CNC machines and operate the CNC machines.
7	**Composite Technician**	Able to carry out precise measuring, labelling and cutting materials. Able to prepare raw material and composite material, check composite material requirement, carry out material cutting and material kitting. Able to maintain mould condition and perform laminating process, curing process and trimming process as per work instructions.
8	**Engineering Services Engineer (CAMO)**	Able to control and prepare maintenance programs and aircraft documents. Able to assess Airworthiness Directives. Able to monitor aircraft utilisation and ensure that all continued airworthiness records are verified and all information is updated on the CAMO.

FUTURE SKILLSETS

The Aerospace industry requires a generation of workers with the following emerging skills in the near future due to industry technological advancements and global market demand:
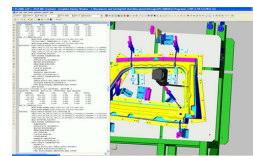
SKILLS IN DEMAND
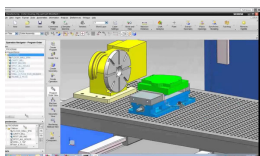
NC Programmers engineering & CAD Technician Skills

Support the Manufacturing Department in creating and editing NC programs and equipment used in the production of machined and fabricated parts.

CMM Programming & Quality Inspection

Provide CMM and other measurement data for sample part inspection.

Big Data Analytics (IR 4.0)

Import/Collect, clean, convert and analyse the data for the purpose of finding insights and making conclusions.

Avionics Component / Material Specialist

Be familiar with Avionics component design guideline and have adequate exposure in the related field.

3D Rapid Modelling and Prototyping

Understand 3D rapid modelling and prototyping in design, customer experience / service and retrofit and modification.


Additive Manufacturing (3D Printing)

The approach for additive manufacturing is differ from traditional manufacturing processes where it uses a layer-by-layer approach to build up components rather than through machining from solid, moulding or casting.

CAREER PATHWAYS

The current IndSF for Aerospace industry in this first publication will focus more on these two main sectors of the industry . The Career Pathways developed are based on these two critical subsectors as they play a crucial role in driving the Aerospace industry.

MANUFACTURING AND ASSEMBLY	MAINTENANCE, REPAIR AND OVERHAUL (MRO)
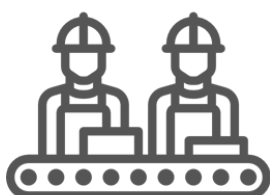
Mainly focuses on the production of equipment and vehicles for air and space travel.

Mainly focuses on the maintenance of the aircraft and pre-determined conditions of airworthiness.

This sub-sector comprises of the following areas:

This sub-sector comprises of the following areas:

- **Engineering and Design;**
- **Aero-structure (Composite and Metallic);**
- **Avionics Equipment;**
- **Engines; and**
- **Airframe Equipment.**

- **Aircraft Maintenance (Fixed Wing, Rotary, Aircraft Structures (Metal and Composite), Avionics, Aircraft Systems (Electrical, Pneumatic, Hydraulic, Engines);**
- **CAMO (Continuing Airworthiness Management Organisation) - Engineering Services, Quality, Planning;**
- **Air Traffic Control; and**
- **Aircraft Upgrade and Modification (Engineering and Design).**

INITIATIVES UNDER HRD CORP

This section discuss the initiatives taken by HRD Corp in terms of training and schemes made available to the HRD Corp registered employers. The section also examines the current human capital issues that are required by the employees / future workers across different job categories and industries.

HRD Corp Schemes - Employer Levy

1 **SKIM BANTUAN LATIHAN (SBL) & SKIM BANTUAN LATIHAN KHAS (SBL-KHAS)**

The schemes are for employers to implement their training programmes based on identification of their own training needs to retrain and upgrade their employees' skills, which in line with their operational and business requirements.

2 **INDUSTRIAL TRAINING SCHEME (ITS)**

ITS is targeted on trainees who are undergoing practical training at the employer's premise before graduating.

3 **COMPUTER BASED TRAINING (CBT)**

The purpose of this scheme is to enable employers to purchase/ develop training software to retrain and upgrade the knowledge and skills of their workforce, especially for employers who are unable to release their employees to attend training outside the company premises.

4 **OKU TALENT ENHANCEMENT PROGRAMME (OTEP)**

An initiative to assist Person with Disabilities in securing employment by furnishing them with appropriate knowledge, skills and competencies that are required by the industry.

5 **FUTURE WORKERS TRAINING (FWT)**

The purpose of this scheme is to train future workers with the required skills and competencies before entering employment.

6 **TRAINING FACILITIES AND RENOVATION (ALAT)**

The aim of this scheme is to encourage more in-house retraining and skills upgrading of their employees by purchasing of training aids for the purpose of setting up, renovating or enhancing training rooms.

INITIATIVES UNDER HRD CORP

 PENJANA – Strategic Initiatives

1 **PLACE & TRAIN**

This initiative sources and provides employment for workers by participating in value-added relevant training courses required by the selected industries.

2 **B40 DEVELOPMENT**

B40 Development programme equips the vulnerable and employees from the B40 category with specific skills and gain entrepreneurship skills.

3 **GERAK INSAN GEMILANG (GIG)**

It provides end-to-end training for up-skilling to increase income from various means by becoming freelancers.

4 **SME DEVELOPMENT**

It provides functional and operational training courses to support Small and Medium Enterprises.

5 **INDUSTRIAL REVOLUTION 4.0**

It assists employers to train their workers in Digitalisation and IR 4.0-related courses.

MOVING FORWARD

Take the **next step forward** to be in the Aerospace industry with the ideas of Skills Framework and initiatives by HRD Corp.

EMPLOYER	**CURRENT EMPLOYEE**	**FUTURE TALENT**
Refer to Skills Framework to find out about employees' skills standards.	Refer to Skills Framework to find out how to chart his/her career.	Refer to Skills Framework to find out about careers in the sector.
Identify relevant/ required training courses and succession plans for the employees based on the occupation.	**Identify** skill gaps in the current job role to up skill/reskill him/herself.	**Identify** job opportunities in the sector along with career pathway attributes based on the occupation.
Plan the training session for employees and their career advancement.	**Plan** his/her career progression.	**Understand** the skills required to perform the job and identify relevant training for professional self-development.

Identify relevant Training Courses

Training Courses

EMBARKING ON A CAREER

Courses that equip future talent with the relevant knowledge.

LIFELONG LEARNING TO FULFILL THE EXISTING AND EMERGING DEMANDS OF THE INDUSTRY

Courses that will up-skill/re-skill the current employees.

**MALAYSIAN OCCUPATIONAL SKILLS
QUALIFICATION FRAMEWORK (MOSQF) LEVEL DESCRIPTOR**

No.	Descriptions
1	Competent in performing a range of varied work activities, most of which are routine and predictable.
2	Competent in performing a significant range of varied work activities, performed in a variety of context. Some of the activities are non-routine and required individual responsibility and autonomy.
3	Competent in performing a broad range of varied work activities, performed in a variety of context, most of which are complex and non-routine. There is considerable responsibility and autonomy and control or guidance of others is often required.
4	Competent in performing a broad range of complex technical or professional work activities carried out in a wide variety of contexts and with a substantial degree of personal responsibility and autonomy. Responsibility for the work of others and allocation of resources is often present. Higher level of technical skills should be demonstrated.
5	Competent in applying a significant range of fundamental principles and complex techniques across a wide and often unpredictable variety of contexts. Very substantial personal autonomy and often significant responsibility for the work of others and for the allocation of substantial resources feature strongly, as do personal accountabilities for analysis and diagnosis, design, planning, execution and evaluation. Specialisation of technical skills should be demonstrated.
6	Achievement at this level reflects the ability to refine and use relevant understanding, methods and skills to address complex problems that have limited definition. It includes taking responsibility for planning and developing courses of action that are able to underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of different perspectives, approaches of schools of thought and the theories that underpin them.
7	Achievement at this level reflects the ability to reformulate and use relevant understanding, methodologies and approaches to address problematic situations that involve many interacting factors. It includes taking responsibility for planning and developing courses of action that initiate or underpin substantial change or development, as well as exercising broad autonomy and judgment. It also reflects an understanding of theoretical and relevant methodological perspectives, and how they affect their sub-area of study or work.
8	Achievement at this level reflects the ability to develop original understanding and extend an sub-area of knowledge or professional practice. It reflects the ability to address problematic situations that involve many complexes, interacting factors through initiating, designing and undertaking research, development or strategic activities. It involves the exercise of broad autonomy, judgement and leadership in sharing responsibility for the development of a field of work or knowledge, or for creating substantial professional or organisational change. It also reflects a critical understanding of relevant theoretical and methodological perspectives and how they affect the field of knowledge or work.

Source: Organisational Framework (OF), 2017

Global Core Abilities	MALAYSIAN CORE ABILITIES BASED ON LEVELS				
	Level 1	Level 2	Level 3	Level 4	Level 5
	CA Title	CA Title	CA Title	CA Title	CA Title
Communication	Basic Working Communication	Communication Application	Effective Communication	Effective Communication Collaboration	Communication Management Skill
Interpersonal Skill	Personal Behaviour Skill	Interpersonal Behaviour	Leadership Skill	Organisation Behaviour Awareness	Organisational Management Skill
Etiquette Management	Work Place Ethics Awareness	Work Place Culture Behaviour	Work Place Ethics	Etiquette Practices	Etiquette Management Skill
Health, Safety & Environment	Health, Safety and Environment Awareness	Health, Safety and Environment Adaptation	Health, Safety and Environment Consciousness	Health, Safety and Environment Monitoring	Health, Safety and Environment Cognition
Using Technology			Information Technology Awareness	Information Technology Application	Information Technology Management
Management Skills			Administrative Skill	Relationship Management Capability	Networking Skill
Change Management				Change Management Awareness	Change Management Implementation
Strategic Thinking				Strategic Thinking Skill	Strategic Resolution

Source: National Competency Standard, 2015

MAINTENANCE, REPAIR & OVERHAUL (MRO)

AIRCRAFT MAINTENANCE (ENGINEERING WORKSHOP)

CAREER PATHWAY - MRO AIRCRAFT MAINTENANCE (ENGINEERING WORKSHOP)

HRD Corp has identified 18 job roles for the Aerospace Maintenance , Repair and Overhaul(MRO) - Aircraft Maintenance related to Engineering Workshop that serves as a guide for companies. The exact roles and progression should be modified to suit the individual company's purpose and scale for optimal relevance and effectiveness.

AIRCRAFT MAINTENANCE - ENGINEERING WORKSHOP

Level		Roles
Level 8	Post Graduate Degree	General Manager
		Sr Operation Manager
Level 7	Degree Level	Foreman
Level 6	Degree Level	Sr Workshop Engineer / Leading Hand
		Welding Engineer / Specialist — Process Engineer — Planning Engineer
		Special Process Engineer — Composite Engineer/Specialist — Workshop Engineer / Specialist
Level 5	Advance Diploma	
Level 4	Diploma Level	Technician with company Authorisation — Planner
Level 3	Certificate Level	Welding Technician — Aircraft Technician (Painting) — Planning Assistant
		Component Workshop Technician — Composite Technician
Level 2	Certificate Level	
Level 1	Certificate Level	Trainee Maintenance Technician

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Workshop Trainee Maintenance Technician/Mechanic	Level: 1

Job Description:

The Workshop Trainee Maintenance Technician/Mechanic is an individual who learns the job, and performs aircraft component maintenance tasks under supervision and in accordance with relevant technical manuals, company procedures and specified safety precautions.

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA)	1	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communications at the workplace	1	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Course
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social interactions	1	• Interpersonal Skills Course • Team Building Course
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	1	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training

			• Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures in the aviation context	1	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. function effectively as an individual and as a member of a team 3. develop personal effectiveness at the operations level 4. understand personal development goals for career enhancement 5. maintain personal presentation and employability at the operations level 6. demonstrate an ability to adapt to changes in the work environment 7. apply emotional self-control in the work environment	1	• Internal Human Resource Awareness Training or equivalent
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a technician 2. do self-regulating and reporting to superiors as a technician 3. ensure self-reporting, ownership of work and work integrity	1	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine tasks 2. identify tools and equipment to carry out tasks 3. understand work instructions	1	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. use relevant tooling including usage of special tools	3	• Basic Hand Tool Training • OEM Tool Training
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. apply Continuous Process Improvement Techniques 3. conduct investigation to determine causes of regular and repeated defects and ensure necessary actions are taken for improvement 4. give feedback on any quality and productivity improvements that can support work processes	3	• 5S Training • Continuous Improvement Training
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work	1	• Internal Company Procedures Training • CAAM Audit Training

Specialised Processes	The ability to: 1. understand and apply Specialised Processes and methodology according to relevant workshops under a limited scope of work and supervision	1	• Basic Aircraft Maintenance Course
Technical and Engineering Fundamentals	The ability to: 1. understand and apply basic principle and technical engineering fundamentals related to the work scope	1	• Basic Aircraft Maintenance Course

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Component Workshop Maintenance Technician/Mechanic	Level: 3

Job Description:

The Component Workshop Maintenance Technician/Mechanic carries out and performs relevant Aircraft Component Maintenance tasks under the supervision of a qualified superior and in accordance with relevant technical manuals, company procedures, specified safety precautions and as per airworthiness requirements.

Responsibilities include:

- support Workshop Engineer to ensure maintenance activity is done in accordance with Standard Operation Procedures (ex. job cards, task cards, shop instructions) as defined by the organisation
- carry out maintenance of aircraft avionics/mechanical, components under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and highlight any discrepancies to supervisor
- carry out allocated tasks efficiently and complete it within estimated time frame based on the job cards given
- produce quality work that meets the specified requirements

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and apply human factors and basic error management in the aviation context 2. interpret Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	- Malaysian Civil Aviation Regulations (MCAR) 2016 - Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) - EASA & FAA Regulations - Air Legislation and Company Procedures - Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) - Human Factors Awareness Training
Communications	The ability to: 1. use effective communications at the workplace	3	- Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 - Effective Communication Course

			• Presentation Course
Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. be a good team member 4. possess emotional intelligence in a work environment and possess the ability to handle conflict amongst colleagues	3	• Interpersonal Skill Course • Team Building Course • Conflict Management Training • Motivation and Self-Empowerment Skills
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. function effectively as an individual and as a member of a team 2. collaborate and work in a team effectively 3. develop personal effectiveness at the operations level 4. understand personal development goals for career enhancement 5. maintain personal	3	• Internal Human Resource Awareness Training or equivalent • Personal Management and Development Training

	presentation and employability at the operations level 6. apply emotional competence to manage self at the workplace 7. adapt to changes in the work environment 8. provide inputs for any changes or improvement related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics, responsibilities and norms of technician practice 2. ensure self-reporting, ownership of work and personal integrity	3	• Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine task 2. identify tools and equipment to carry out task 3. understand work instructions 4. high productivity and performance, efficient utilisation of manpower and able to avoid or minimise wastage 5. understand engineering drawings 6. interpret CMM and other relevant OEM documents 7. carry out test or fabrication as per approved documents	3	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. use relevant tooling including usage of special tools	3	• Basic Hand Tool Training • OEM Tool Training
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. apply Continuous Process Improvement Techniques 3. conduct investigation to determine causes of regular and repeated defects and ensure necessary actions are taken for improvement 4. give feedback on any quality and productivity improvements that can support the work processes	3	• 5S Training • Continuous Improvement Training
Quality	The ability to: 1. interpret and apply	3	• Internal Company Procedures Training

	Quality Systems 2. assist the Quality Assurance audits for the department and to conduct self-audits within the department		• CAAM Audit Training
Specialised Processes	The ability to: 1. understand and apply specialised processes and methodology according to relevant workshops under a limited scope of work	3	• Basic Aircraft Maintenance Course
Technical and Engineering Fundamentals	The ability to: 1. understand and apply basic principles and technical engineering fundamentals related to the work scope	3	• Basic Aircraft Maintenance Course

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Aircraft Welding Technician	Level: 3

Job Description:

The Aircraft Welding Technician performs welding on aircraft-related parts for fabrication, repair etc. in accordance with relevant technical manuals and quality standards.

Responsibilities include:

- prepare and carry out welding processes on aircraft parts/components in accordance with approved technical instructions
- ensure welding equipment and tooling are in serviceable condition and highlight any discrepancies
- perform and ensure welding activities are done based on Standard Operation Procedures (e.g. job cards, task cards, shop instruction) as defined by the organisation
- carry out the allocated welding job efficiently and complete tasks within estimated time frame
- produce quality welding work that meet specified requirements
- work effectively as a welding team member

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course
Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively	3	• Communication Course • Presentation Skill Course • Interpersonal Skill

	2. highlight work-related matters to superiors responsibly 3. play an effective role as a team member 4. possess emotional intelligence and able to handle conflict amongst colleagues		Course • Team-Building Course • Conflict Management Training • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up- to-date Information Technology, technique and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. function effectively as an individual and as a member of a team 2. collaborate and work in a team effectively 3. develop personal effectiveness at the operations level 4. understand personal development goals for career enhancement 5. maintain personal presentation and employability at the operations level 6. apply emotional competence to manage self at the workplace 7. adapt to changes in the	3	• Internal Human Resource Awareness Training or equivalent • Personal Management and Development Training

	work environment 8. provide inputs for any changes or work-related improvements		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a welding technician 2. do self-regulating and reporting to superiors as a welding technician 3. ensure self-reporting, ownership of work and personal integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. maintain welding equipment, tooling, jigs, instruments in a good working condition 2. maintain working area up-keep at all times 3. identify tools and equipment to carry out task 4. understand work instructions 5. Ensure high productivity and performance, efficient utilisation of manpower and the avoidance or minimisation of wastage 6. understand engineering drawings 7. interpret CMM and other relevant OEM documents 8. carry out test or fabrication as per approved documents	3	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. use correct welding equipment and tooling with the proper techniques to ensure work output meets the standards required	3	• Welding Equipment Training • Welding Techniques Training • Welding Work Documentations Training
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. apply Continuous Welding Improvement Techniques 3. assist to conduct investigation to determine causes of regular and repeated welding defects and ensure necessary actions are taken for	3	• 5S Training • Welding Techniques Training • Basic Defects Trouble Shooting Techniques • Technical Report Writing • Continuous Improvement Training

	improvement 4. give feedback on any quality and productivity improvements that can support work processes		
Quality	The ability to: 1. interpret and apply Quality Systems 2. assist Welding Shop Foreman, QA, CAAM and the audit of other regulatory bodies preparation 3. support CAAM/QA Audit finding response and correction	3	• Internal Company Procedures Training • CAAM Audit Training
Specialised Processes	The ability to: 1. perform welding effectively in compliance with approved welding processes and documents 2. understand and apply welding process technology following the NOSS "Aviation Welding" TP-074-3:2012	3	• Effective Welding Process Training following NOSS TP-074-3: 2012
Technical and Engineering Fundamentals	The ability to: 1. understand the implications of the quality of welding work on aircraft airworthiness fundamentals 2. Understand and apply welding process technology following the NOSS "Aviation Welding" TP-074-3:2012	3	• In-house Welding Course (In-House Welding Certification & Renewal)- Impact of Poor Welding Quality on an aircraft airworthiness and safety • Effective Welding Process Training following NOSS TP-074-3: 2012

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Composite Technician	Level: 3

Job Description:

The Technician (Component Repair and Overhaul - Composite) performs maintenance, disassembles, inspects, repairs, reassembles and tests aircraft composite components, in accordance with relevant technical manuals and quality standards.

Responsibilities include:

- prepare composite components in accordance with technical instructions and takes appropriate corrective actions to restore them to the required performance
- analyse system failures when required and keeps abreast of latest developments of related systems by updating themselves with relevant manuals and other publications
- perform quality control in accordance with organisational procedures as authorised by the organisation

for Quality Control:

- inspect parts received (from suppliers) for conformity to specifications as stated by CMM and/or manual required for accurate inspection checks and registers non-conformity as required
- monitor and ensure smooth flow of parts for inspection and repair to avoid bottlenecks
- maintain the organisation's technical library
- receive, inspect and document incoming materials, spares and components, ensures specification conformity and proper storage in accordance with organisational requirements
- perform dispatch inspection, packs, prepares shipping documents and arranges delivery with transport companies to send serviced items to their respective owners

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management in the aviation context 2. interpret and review Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and review Air Legislation and Company Procedures	4	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101

	workplace		• Effective Communication Course • Presentation Skill Course
Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. be a good team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues	3	• Interpersonal Skill Course • Team-Building Course • Conflict Management Training • Motivation and Self-Empowerment Skills
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. function effectively as an individual and as a team member 2. collaborate and work in a team effectively 3. develop personal effectiveness at the operations level 4. understand personal	3	• Human Resource Awareness Training (internal or equivalent) • Personal Management and Development Training

	development goals for career enhancement 5. maintain personal presentation skills and employability at the operations level 6. emotional competence to manage self at the workplace 7. adapt to changes in the work environment 8. provide inputs for any changes or improvements related to work		
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Composite Technician 2. do self-regulating and reporting to superiors as a Composite Technician 3. ensure self-reporting, ownership of work and work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Training related to Workplace Ethics Management (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. maintain composite equipment, tooling, jigs, instruments in a good working condition 2. identify tools and equipment to carry out tasks 3. understand work instructions 4. ensure high productivity and performance, efficient utilisation of manpower as well as the avoidance or minimisation of wastage 5. understand engineering drawings 6. interpret CMM and other relevant OEM documents 7. carry out test or fabrication as per approved documents	3	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. use relevant tooling including usage of specialised tools 2. perform maintenance procedure to the highest quality and standards in accordance with the relevant maintenance manual, service information letter, and authorise directives	3	Approved courses on: • Concept of Production Process
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. apply Continuous Welding Improvement Techniques 3. assist to conduct investigation to determine causes of	3	• 5S Training • Welding Techniques Training • Basic Defects Trouble Shooting techniques • Technical Report Writing • Continuous

	regular and repeated welding defects and ensure necessary actions are taken for improvement 4. give feedback on any quality and productivity improvements that can support work processes		Improvement Training
Project Management	The ability to: 1. practice Project Management methodology in daily operations	3	• Awareness of Project Management Fundamentals
Quality	The ability to: 1. interpret and apply Quality Systems 2. assist Welding Shop Foreman, QA, CAAM and preparation for audit by regulatory bodies 3. support CAAM/QA Audit in finding response and correction	3	• internal Company Procedures Training • CAAM Audit Training
Specialised Processes	The ability to: 1. maintain and repair composite structures and perform composite repair activity including composites kit prefabrication preparation, trim and drill, lay-up, curing, inspection and finishing 2. understand and apply composite repair techniques following the NOSS "Aircraft Structure Repair-Composite" TP-076-3:2012	4	Approved training on: • Kits Prefabrication • Composite Trim and Drill • Laminating - Wet Layup • Curing Process - Cold Bond • Laminating - Dry Layup • Curing Process - Hot Bonds • Metal Composite Bonding • Composite Inspection • Composite Finishing • Applicable Approved Technical courses • Aircraft Composite Repair following NOSS

			TP-076-3:2012
Technical and Engineering Fundamentals	The ability to: 1. apply the practical aspects of engineering, physics and chemistry in relation to engineering processes 2. understand and apply composite repair techniques following the NOSS "Aircraft Structure Repair-Composite" TP-076-3:2012	3	• meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 - Category A Training requirements Or • Diploma Or • Certificate in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Aircraft Painting Technician	Level: 3

Job Description:

The Aircraft Painting Technician performs painting on aircrafts or related parts in accordance with relevant technical manuals, quality standards and approved company processes.

Responsibilities include:

- prepare and carry out painting processes on aircraft parts/components in accordance with approved technical instructions
- ensure painting equipment and tooling are in serviceable condition and highlight any discrepancies
- perform and ensure painting activities are done based on Standard Operating Procedures (e.g. job cards, task cards, shop instruction) as defined by the organisation
- carry out the required painting job efficiently and ensure its completion within the estimated time frame based on the task assigned
- produce quality painting work that meet specified requirements
- work as an effective painting team member

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. Use effective communications at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Skill Course
Interpersonal Skill	The ability to:	3	• Interpersonal Skill Course

	1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. be an effective team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues		• Team-Building Course • Interpersonal Conflict Management Training • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, technique and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. function effectively as an individual and as a member of a team 2. collaborate and work effectively in a team 3. develop personal effectiveness at the operations level 4. understand personal development goals for career enhancement 5. maintain personal presentation skills and employability at the operations level 6. apply emotional competence to manage	3	• internal Human Resource Awareness Training or equivalent • Personal Management and Development Training

	self at the workplace 7. adapt to changes in the work environment 8. provide inputs for any changes or work-related improvements		
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Painting Technician 2. do self-regulating and reporting to superiors as a Painting Technician 3. ensure self-reporting and ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. maintain painting equipment, tooling, jigs, and instruments in a good working condition 2. maintain working area up-keep at all times 3. understand work instructions and other relevant OEM documents 4. ensure high productivity and performance, efficient utilisation of manpower as well as avoidance and minimisation of wastage 5. carry out test or fabrication as per approved documents 6. sign off, clear, close and submit painting work documentations properly upon of work completion	3	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. Use correct painting equipment and tooling with the proper techniques to ensure work output meets the standards required	3	• OEM Painting Equipment Training • OEM Painting Techniques Training
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. apply Continuous Painting Improvement Techniques 3. assist to conduct investigation to determine causes of regular and repeated painting defects and ensure necessary actions are taken for improvement	3	• 5S Training • Painting Techniques Training • Basic Defects Trouble Shooting Techniques • Technical Report Writing • Continuous Improvement Training

	4. give feedback on any quality and productivity improvements that can support work processes		
Quality	The ability to: 1. interpret and apply Quality Systems 2. assist Painting Shop Foreman, QA, CAAM and audit preparation by other regulatory bodies 3. support CAAM/QA Audit in finding response and correction	3	• QA & CAAM Audit Training - Role of Painting Shop Team Members
Specialised Processes	The ability to: 1. perform painting jobs effectively in compliance with the approved painting processes and documents 2. understand and apply paint process fundamentals following NOSS "Aviation Painting" standards, TP-075-3:2012	3	• Effective Painting Process training as per NOSS TP-075-3:2012 • Painting Work Documentation Training
Technical and Engineering Fundamentals	The ability to: 1. understand the implication of the quality of painting work on aircraft performance fundamentals 2. understand and apply painting process fundamentals following NOSS "Aviation Painting", TP-075-3:2012	3	• Training on the Impact of Poor Painting Quality on an aircraft E.g. Corrosion, Drags - Fuel Consumption, company image deterioration due to paint peeling off, degraded system functioning etc. • Effective Painting Process as per NOSS TP-075-3:2012

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Planning Assistant	Level: 3

Job Description:

The Planning Assistant prepares sub-contact orders for outsourced repair works and procurement, and checks the accuracy of invoices received in consultation with the Purchasing Department.

Responsibilities include:

- assist Planner to administer the Aircraft Check Package and to assist Planning Control Engineer in Aircraft Package preparation and ensure a smooth handover of work packages from Maintenance Planning to Production Planning and Control Department
- assist Planner to be the focal point for each Line & Hangar Maintenance Inputs, provide overall supervision and control over the functions and operations of Dock Control Room, whilst meeting quality and cost objectives of the section
- ensure Work Package Sequenced, Spares & Tooling are made available, and to produce Gantt Chart for Base Checks
- transfer any open Aircraft Tech Log Entries into appropriate documents, during Aircraft Pre-Dock into hangar
- obtain Base Maintenance Release (BMR), Sequence Number from Quality Assurance Department upon commencement of a Base Maintenance Check

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. Use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Skill

			Course
Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. be an effective team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues	3	• Interpersonal Skill Course • Team-Building Course • Interpersonal Conflict Management Training • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures in the aviation context	3	• Information Technology Awareness Training • Latest Advancement of Process Engineering • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. function effectively as an individual and team member 2. collaborate and work in a team effectively 3. develop personal effectiveness at the operations level 4. understand personal development goals for	2	• Company Human Resources Orientation Training • Personal Management and Development

	career enhancement 5. maintain personal presentation and employability at the operations level 6. apply emotional competence to manage self at the workplace 7. adapt to changes in the work environment 8. provide inputs for any changes or work-related improvements		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a Planning Assistant 2. do self-regulating and reporting to superiors as a Planning Assistant 3. ensure self-reporting, ownership of work and work integrity	3	• Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. provide support in maintaining and updating workshop production progress through progress report, check flow chart, check cards accomplished, major events and extended maintenance 2. identify and schedule tooling and equipment requirements to carry out tasks 3. understand work instructions 4. Ensure high productivity, performance, and efficient utilisation of manpower 5. maintain spare availability and reduce wastage	3	• Industrial Production Planning Course • Aircraft Type General Familiarisation Training • Company Procedure Training
Operations and Productions	The ability to: 1. ensure diligent compilation of man-hours for tasks and recording of additional work to facilitate proper and timely data capture	3	• Industrial Production Planning Course
Productivity and Innovation	The ability to: 1. apply 5S Techniques 2. provide inputs for any changes or improvement to related work 3. give feedback on quality and productivity improvements that can support the work	3	• Technical Report Writing • In-house 5S Training

	processes		
Quality	The ability to: 1. interpret and apply Quality Systems 2. assist the Planner with the Quality Assurance audits for the Planning Department 3. assist the Planner to conduct self-audit within the department	3	• QA & CAAM Audit Training • In-house Quality Training and Self Audit Training
Technical and Engineering Fundamentals	The ability to: 1. understand and apply basic principle and technical engineering fundamentals related to the work scope	3	• Basic Aircraft Maintenance Course

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Technician with Company Authorisation	Level: 4

Job Description:

The Technician with Company Authorisation performs minor and simple scheduled line and base maintenance tasks within the limit specified in the company authorisation certificate. They are authorised to issue certificates of release to service, following minor scheduled line, and the completion of simple tasks in line and base maintenance, within the limit of tasks specified in the authorisation certificate.

Responsibilities include:

- carry out daily work planning and job assignment/loading for repair and overhaul of aircraft components, structures and parts per approved procedures to meet demands and the required TAT, in accordance with the company's and other relevant Airworthiness Authorities' requirements without compromising on safety and quality
- ensure repair and maintenance tasks are accomplished by optimising available resources and companies' capabilities
- ensure the required quality standards are maintained for all work carried out in the area under their control

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
Communications	The ability to: 1. manage workplace communications through the implementation of communication strategies and mechanisms throughout different organisation levels	4	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Skill

	2. manage effective communications at the workplace		Course
Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. be an effective team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues 5. assist and supervise subordinates in job assignments to the standards of the company and Airworthiness Authorities	3	• Interpersonal Skill Course • Team-Building Course • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. review and implement up-to-date Information Technology, techniques and procedures and interpret relevant technologies and its usage	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management	The ability to:	3	• Internal Human Resource Awareness

Skills	1. perform effective workplace communication and engagement 2. function effectively as an individual and as a member of a team 3. develop personal effectiveness at the operations level 4. understand personal development goals for career enhancement 5. maintain personal presentation skills and employability at the operations level 6. demonstrate an ability to adapt to changes in the work environment 7. apply emotional self-control in the work environment		Training or equivalent • Motivation and Self-Empowerment Skills Training
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Technician 2. perform self-regulation and reporting to superiors as a Technician 3. ensure self-reporting, ownership of work and personal integrity	4	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. execute a range of component maintenance work, as well as routine and non-routine tasks 2. identify tools and equipment to carry out tasks 3. understand work instructions 4. ensure high productivity and performance, efficient utilisation of manpower and the avoidance or minimisation of wastage	4	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Basic Aircraft Maintenance Course • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. use relevant tooling including usage of special tools 2. certify that maintenance procedures have been carried out to the highest quality and standards, in accordance with the relevant maintenance manual, service information letter, and authorise directives	4	• Basic Aircraft Maintenance Course
Productivity and Innovation	The ability to: 1. review and apply 5S Techniques 2. apply Continuous Process Improvement Techniques 3. assist in conducting investigation to determine causes of regular and repeated defects and ensure necessary actions are taken for improvement 4. give feedback on any	4	• 5S Training • Basic Process Deficiencies Troubleshooting Techniques • Innovation and Productivity Training

	quality and productivity improvements that can support the work processes		
Quality	The ability to: 1. monitor and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly 2. assist Welding Shop Foreman, QA, CAAM and audit by regulatory bodies 3. support CAAM/QA Audit in finding response and correction	4	• Internal Company Procedures Training • CAAM Audit Training
Specialised Processes	The ability to : 1. understand specialised processes and methodologies according to the relevant workshops	3	• Basic Aircraft Maintenance Course
Technical and Engineering Fundamentals	The ability to : 1. understand the basic principle and technical engineering fundamentals related to scope of work in the aviation context	4	• Basic Aircraft Maintenance Course

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Planner	Level: 4

Job Description:

The Planner plans maintenance works, releases and updates maintenance orders. They also schedule and conduct regular reviews with key vendors and sub-contractors.

Responsibilities include:

- check and administer the Aircraft Check Package and assist Planning Control Engineer in Aircraft Check Package preparations
- be the focal point for Line Maintenance and Hangar Maintenance inputs, provide overall supervision and control over the functions and operations of Dock Control Room, while meeting quality and cost objectives of the section

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. manage effective communications at the workplace 2. liaise with other supporting sections such as support workshop, materials procurement, logistics, technical services, support services and all other external service suppliers 3. demonstrate the collection of all check data, including analysing, preparing and presenting	4	• Effective Communication Skills Course • Presentation Course • Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Presentation Skill Course

	in Post-Check Meetings		
Interpersonal Skill	The ability to: 1. manage communication with others through discussion, presentation and social interactions 2. ensure the capturing of man-hour tasks and recording of additional work are being made diligently to facilitate proper and timely data capture 3. manage and supervise subordinates in job assignments	4	• Interpersonal Skills Training • Team Building • Conflict Management Training • Negotiation Skills Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. develop a team work environment 3. function effectively as an individual and team member 4. collaborate and work	4	• Internal Human Resource Awareness Training or equivalent • Motivation and Self-Empowerment Skills • Planning & Organising Skill Training

	effectively in a team 5. develop personal effectiveness at all operation levels 6. maintain personal presentation skills and employability at the operation level 7. possess emotional competence to manage self at the workplace 8. ability to adapt to changes in the work environment 9. provide inputs for any changes or work-related improvements		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities and the norm of Planner practice 2. perform self-regulation and reporting to superiors as a Planner 3. ensure self-reporting, ownership of work and personal integrity	4	• Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. maintain and update check progress through progress report, check flow chart, check cards accomplished, major events and extended maintenance checks 2. identify tools and equipment required to carry out tasks 3. understand and review work instructions 4. ensure high productivity and performance, efficient utilisation of manpower and the avoidance or minimisation of wastage	4	• Company Procedures Training • Industrial Production Planning Course • Aircraft Type General Familiarisation
Manufacturing Processes	The ability to: 1. ensure work package sequenced, spares and tooling are made available, and able to produce Gantt chart for Base Maintenance Checks 2. ensure transfer of any open Aircraft Tech Log Entries into appropriate documents, during Aircraft Pre-Dock into hangar 3. obtain Base Maintenance Release (BMR), Sequence Number from Quality Assurance Department/ relevant department upon commencement of a Base Maintenance Check	4	• Industrial Production Planning Course
Operations and Productions	The ability to: 1. ensure the capture of man-hour tasks and recording of additional work are made diligently to facilitate proper and timely data capturing	4	• Industrial Production Planning Course

	2. administer the Aircraft Package, including printing & collecting task cards		
Productivity and Innovation	The ability to: 1. review and apply 5S Techniques 2. provide inputs for any changes or improvement to related work 3. give feedback on any quality and productivity improvements that can support work processes	4	• in-house 5S Training • Innovation and Productivity Training • Technical Report Writing Training
Project Management	The ability to: 1. apply Basic Project Management Skills	4	• Fundamentals of Project Management
Quality	The ability to: 1. monitor and adhere to organisational quality systems, procedures and policies in order to carry out daily work 2. support and respond to CAAM/QA Audit finding with corrective recommendations	4	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training- Role of Planning Department
Technical and Engineering Fundamentals	The ability to: 1. understand basic principle and apply technical engineering fundamentals related to the work scope	4	• Basic Aircraft Maintenance Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Special Process Engineer	Level: 6

Job Description:

The Special Process Engineer carries out daily work planning and job assignment/loading for repair and overhaul of aircraft components and parts as per approved procedures to meet industry demands and the required TAT. This should be carried out with the company's and other relevant Airworthiness Authorities' requirements without compromising on safety and quality.

Responsibilities include:

- perform research and analysis of effective engineering and work processes
- ensure that all engineering special processes flow comply with OEM and aviation authority procedures
- ensure special processes are documented in accordance with organisational and regulatory requirements
- establish special processes that embrace continuous improvement and safety culture

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage workplace communications through the implementation of communication strategies and mechanisms 2. prepare daily and handover reports	4	• Effective Communication Course • High Impact Presentation Course
Interpersonal Skill	The ability to:	4	• Interpersonal Skills

	1. manage communication with others through discussion, presentation and social interactions 2. manage, assist and supervise subordinates in job assignments 3. maintain the records of workshop assigned assets, equipment and facilities		Training • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply with Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and technique throughout working teams	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. adapt to change initiatives in the work place environment 3. function effectively as team leader and a member of a team 4. function as an effective supervisor at the operational level 5. carry out assessment and assignment of tasks to appropriate team members	4	• Internal HR Awareness Training or equivalent • Leadership or Management Skills Training • Problem Solving Technique and Decision Making • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

	6. provide assistance and support to a higher level (e.g. Foreman) on staff and production matters 7. perform staff Personal Competency Assessment (PCA)		
Change Management	The ability to: 1. adapt to changes to the organisational structure, function or business 2. develop new solutions to address the management's change of direction effecting organisational structure, function or business	4	• internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affects the work process, work outcome or workforce motivation 2. understand and comprehend the commercial or financial impact of a decision making action that affects the organisation's bottom line/revenue	4	• Leadership and Strategic Thinking Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities and the norms of the Engineer practice 2. perform self-reporting, take ownership of work and ensure personal integrity	4	• Professional Code of Conduct and Ethics Training • Human Resource Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine tasks 2. identify tools and equipment to carry out tasks 3. understand work instructions 4. ensure high productivity and performance, efficient utilisation of manpower 5. avoid spare wastage 6. assist in the up-keeping and updating of all Technical Publications 7. assist Foreman to prepare OHTS/CCR and the relevant trainings required to build in-house capabilities on aircraft and its components 8. understand & interpret CMM and other relevant OEM documents 9. carry out test/fabrication as per approved documents	6	• OEM Training on Specific Process • in-house Training conducted by approved Train-The-Trainer (TTT) who had attended OEM Training Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or training
Operations and Productions	The ability to: 1. decide and use relevant tooling including the usage of special tools	6	• Basic Aircraft Engineering
Productivity and Innovation	The ability to: 1. choose and approve 5S Techniques 2. choose and approve Continuous Process Improvement Techniques 3. assist to conduct investigation to determine causes of regular and repeated defects and ensure necessary actions are taken	6	• 5S Training • Process Training • Basic Process Defects Trouble Shooting Techniques • Innovation and Productivity Training • Technical Report Writing Training • Kaizen Training • Lean Six Sigma

	4. apply Kaizen and Six Sigma Methodologies		
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly 2. assist Component Shop Foreman in QA, CAAM and the audit preparation by other regulatory bodies including QA audit finding response	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. demonstrate awareness of Specialised Processes and Methodologies	6	• OEM Training on Specialised Process • in-house Training conducted by approved Train-The-Trainer (TTT) who had attended OEM Training
Technical and Engineering Fundamentals	The ability to: 1. understand and demonstrate knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. understand and apply Process Control fundamentals as a base by using NOSS "Process Control Technologist" standards, CM-030-5 (25-10-10)	6	• Meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C • Effective Process Control Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Welding Engineer	Level: 6

Job Description:

The Welding Engineer is a trained engineer who works on the execution, development and maintenance of effective welding process on aircraft parts or components.

Responsibilities include:

- lead the welding team and establish the welding materials, processes and specifications for use with fabrication, rework and repairs by the Welding Technicians
- research and analysis of effective welding techniques or processes
- certify and ensure that all welding tasks are performed in compliance with Original Equipment Manufacturer (OEMs) repair manuals as well as approved welding specifications within company procedures
- ensure welding process are documented in accordance with organisational and regulatory requirements
- embrace continuous improvement culture through conducting cost reduction and process improvement projects
- provide engineering support and develop appropriate instructional materials to elevate the skill of existing Welding Technicians
- plan and execute Welding Technicians' and Engineers' training

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage workplace communications through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course

	2. prepare daily and handover report		
Interpersonal Skill	The ability to: 1. manage communication with others through discussion, presentation and social interactions 2. manage, assist and supervise subordinates in job assignments 3. maintain the records of workshop assigned assets, equipment and facilities	4	• Team Building Course • Interpersonal Supervisory Course • Leadership or Management Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply with Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training • Welding Safety Course
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout working teams	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. adapt to change initiatives in the work place environment 3. function effectively as a team leader and team member 4. function as an effective supervisor at the	4	• internal Human Resource Awareness Training or equivalent • Leadership or Management Skills Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving

	operational level 5. carry out assessment and assignment of tasks to the appropriate team members 6. perform staff Personal Competency Assessment (PCA) 7. provide assistance and support to a higher level (e.g. Foreman) on staff and production matters		Technique and Decision Making Training • Managing Employee Performance Training
Change Management	The ability to: 1. adapt when changes occur to the organisational structure, function or business 2. develop new solutions to address the management's change of direction effecting organisational structure, function or business	4	• Internal Human Resource Awareness Training or equivalent • Leadership or Management Skills Training • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision-making skills that affect work processes, work outcomes or workforce motivation 2. understand and comprehend the commercial or financial impact of a decision that affects the organisation's bottom line/revenue	4	• Leadership and Strategic Thinking Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Welding Engineer 2. perform self-regulation and reporting to superiors as a Welding Engineer	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform or assign basic in-house repair of welding and related equipment and tooling by designated Welding Technicians 2. maintain the up-keep and record of welding equipment, tooling, jigs etc. at all time	6	• 5S Training • OEM Welding Equipment Repair Training Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. decide and use correct welding equipment and tooling with the proper techniques to ensure that the work output meets the standards required	6	• Welding Equipment Training • Welding Techniques Training
Productivity and Innovation	The ability to: 1. choose and approve 5S Techniques 2. choose and approve Continuous Welding Improvement Techniques 3. assist to conduct research and analysis to determine causes of regular and repeated welding defects and ensure necessary actions are taken for improvement 4. write technical report based on research, innovation, analysis and synthesis of welding-related process	6	• 5S Training • Welding Techniques Training • Basic Defects Trouble Shooting Techniques • Innovation and Productivity Training • Lean Six Sigma • Technical Report Writing Training

Quality	The ability to: 1. apply Quality Systems 2. assist Welding Shop Foreman, QA, CAAM and other regulatory bodies with audit preparation 3. support and respond to CAAM/QA Audit finding with corrective recommendations	6	• QA & CAAM Audit Training - Role of Welding Shop Team Members • Welding Technology Management as per NOSS MC-024-5:2012 and MC-024-4:2012 • Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course
Specialised Processes	The ability to: 1. have awareness of welding processes and interface with other specialised processes 2. execute and monitor welding work of the team effectively in compliance with the approved welding processes and documents 3. understand and apply welding process fundamentals using as a base the NOSS Standards MC-060-3:2012, H-021-3, MC-028-3:2014, as a base	6	• Effective Welding Process and Interface Training • Effective Welding Process as per NOSS TP-074-3: 2012 Training • Effective Welding Process as per NOSS Standards MC-060-3:2012, H-021-3, MC-028-3:2014
Technical and Engineering Fundamentals	The ability to: 1. understand and demonstrate knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. understand the	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM

	implications of the quality of welding work on aircraft airworthiness fundamentals		Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C • Effective Welding Process and Interface Training • Effective Welding Process as per NOSS TP-074-3: 2012 Training

Division : Maintenance, Repair and Overhaul (MRO)			
Stream : Aircraft Maintenance (Engineering Workshop)			
Job Title : Workshop Engineer / Technical Service Engineer		Level: 6	

Job Description:

The Workshop Engineer/Technical Service Engineer supports operations by ensuring all engineering solutions are on schedule. The Workshop Engineer verifies the technical reports prepared by the various sections in the organisation and takes appropriate actions to resolve problems arising in consultation with respective Original Equipment Manufacturers (OEMs)/customers.

Responsibilities include:

- provide direct and timely feedback to customers on troubleshooting procedures and maintenance recommendations
- manage maintenance support requests and participates in maintenance planning discussions to support maintenance requirements and the resolution of operational problems
- gather in-service work progress data, customer requirements and feedback to identify marketing opportunities for the organisation
- conduct cost reduction efforts and participates in quality improvement activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. handle conflict amongst colleagues 2. manage workplace communications and engagements 3. share organisation's	4	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Conflict Management Training • Effective

	interests among staff		Communication or equivalent as required • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply with the Safety, Health, Security and Environment (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout the workplace	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. function effectively as a team leader and team member 3. function as an effective	4	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

	supervisor at the operational level 4. carry out assessment and assignment of tasks to the appropriate team members 5. adapt to change initiatives in the work place 6. carry out assessment and assignment of tasks to the appropriate team members 7. perform staff Personal Competency Assessment (PCA)		• Problem Solving Technique and Decision Making Training
Change Management	The ability to: 1. adapt to changes to the organisational structure, function or business 2. develop new solutions to address the management's change of direction affecting organisational structure, function or business	4	• internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision-making skills that affect the work process, work outcome or workforce motivation 2. understand and comprehend the cost impact of making a decision that affects the organisation's bottom line/revenue	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Workshop Engineer/ Technical Service	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

	Engineer		

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. apply the concepts, principles and practical aspects of aircraft and component maintenance in the work place	6	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. apply practical aspects of hangar and workshop production	6	Approved courses on: • Concept of Production Process
Productivity and Innovation	The ability to: 1. apply production productivity processes and implement initiatives relating to innovation and improvement	5	Approved courses on: • Guided Innovation and Improvement Methods • Lean Six Sigma • Enterprise Productivity Improvement Methodologies • Process Improvement • Productivity Improvement • Technical Report Writing
Quality	The ability to: 1. apply Quality Systems 2. assist workshop Foreman, QA, CAAM and other regulatory bodies for audit preparation 3. apply, lead and challenge the audit team as well as execute and perform quality function throughout the	6	• internal Company Procedures Training • ISO Auditor Training • Incident/Accident Investigation course (equivalent to ICAO guidelines) • ISO 9001 QMS Training • CAAM Audit Training

	organisation		

Specialised Processes	The ability to:
	
	1. apply concepts and validate the principles and practical aspects of Specialised Processes during aircraft maintenance
		6	• Relevant approved courses and training on Specialised Processes:
			  o Repair Techniques for Composites
			  o Welding Process
			  o Chemical Cleaning and Surface Treatment
			  o Painting
			  o Heat Treatment
			  o Non-Destructive Testing
			  o Machining

Technical and Engineering Fundamentals	The ability to: 1. review and apply knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems in maintenance, repair and overhaul functions 2. select aerospace materials and hardware used for component maintenance, repair and overhaul in accordance with applicable OEMs' maintenance manuals and organisational procedures 3. perform duties to meet Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Composite Engineer / Composite Specialist	Level: 6

Job Description:

The Composite Engineer/Composite Specialist undertakes the technical handling, servicing, maintenance, repair, rectification and certification of respective aircraft composite parts or processes in accordance with company and relevant Airworthiness Authorities approved methods and procedures within the agreed turnaround time. This must be done while upholding all safety procedures.

Responsibilities include:

- carry out maintenance and repair of aircraft composite structure in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and highlight any discrepancies to supervisor
- perform and ensure maintenance activities are done based on the standard operation procedures (ex. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated jobs efficiently and within the estimated time frame based on the job cards given
- produce quality work that meet the specified requirements
- monitor subordinate or staff on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage workplace communications through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course • Effective Basic Report

	2. prepare daily and handover reports		Writing
Interpersonal Skill	The ability to: 1. manage communication with others through discussion, presentation and social interaction 2. manage, assist and supervise subordinates in job assignments 3. maintain the records of workshop assigned assets, equipment and facilities	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply with Safety, Health, Security and Environment (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout working teams	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagements 2. adapt to change initiatives in the work place 3. function effectively as a team leader and team member 4. function as an effective supervisor at the	4	• internal HR Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making Training

	operational level 5. carry out assessment and assignment of tasks to the appropriate team members 6. provide assistance and support to the higher levels (e.g. Foreman) on work processes 7. perform staff Personal Competency Assessment (PCA)		
Change Management	The ability to: 1. adapt to changes in the organisational structure, function or business 2. develop new solutions to address the management's change of direction effecting organisational structure, function or business	4	• Internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. showcase critical thinking and strong decision-making skills that affect work process, outcome or workforce motivation 2. understand and comprehend the commercial or financial impact of a decision that affects the organisation's bottom line/revenue	4	• Leadership or Management Skills Training • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and the norms of Engineer practice 2. perform self-reporting, take ownership of work and ensure personal integrity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine tasks 2. identify tools and equipment to carry out tasks 3. understand work instructions 4. ensure high productivity and performance as well as the efficient utilisation of manpower 5. avoid spare wastage 6. assist in the up-keep and update of all Technical Publications 7. understand and evaluate engineering drawings 8. interpret CMM and other relevant OEM documents 9. carry-out test/fabrication as per approved documents	6	• OEM Training on Composite Process • in-house Training conducted by approved Train-The-Trainer (TTT) who had attended OEM Training • OEM Training Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. decide and use relevant tooling including usage of special tools	6	• Basic OEM Tool Training Course
Productivity and Innovation	The ability to: 1. choose and apply 5S Techniques 2. choose and apply Continuous Process Improvement Techniques 3. assist to conduct investigation to determine causes of regular and repeated defects and ensure necessary actions are taken for improvement 4. write technical report based on research, innovation, analysis and synthesis of welding-	6	• 5S Training • Basic Defects Troubleshooting Techniques • Kaizen Training • Lean Six Sigma • Technical Report Writing

	related process		
Quality	The ability to: 1. manage and approve changes to organisational quality systems, procedures and policies in order to carry out daily work 2. assist Quality Assurance Engineer (QAE) to carry out audits	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. demonstrate awareness of Specialised Processes and methodologies 2. understand, identify and apply appropriate composite repair/ fabrication process and methods on composite parts	6	• OEM Training on Composite Process • in-house Training conducted by approved Train-The-Trainer (TTT) who attended OEM Training
Technical and Engineering Fundamentals	The ability to: 1. understand and demonstrate knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as awareness of avionic systems maintenance, repair and overhaul functions 2. understand the implications of the quality of composite work on aircraft airworthiness fundamentals	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C • Pre-requisite composite repair training reference to NOSS TP-076-3:2012

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Process Engineer	Level: 6

Job Description:

The Process Engineer is a trained engineer who works on the development of effective work processes within the engineering environment including processes and stages, production processes, servicing processes, work flow processes and more.

Responsibilities include:

- perform research and analysis of effective engineering and work processes
- ensure that all engineering processes flow comply with OEM and aviation authority procedures
- ensure processes are documented in accordance with organisational and regulatory requirements
- establish processes that embrace continuous improvement and safety culture

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret and Apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage effective workplace communications through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. manage communication with others through	4	• Interpersonal Skills Training • Interpersonal

	discussion, presentation and social interaction		• Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply with Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Spaces Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout working teams	4	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagements 2. adapt to change initiatives in the work place 3. function effectively as team leader and team member 4. function as an effective supervisor at the operational level 5. carry out assessment and assignment of tasks to the appropriate team members 6. perform staff Personal Competency Assessment (PCA)	4	• internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making Training

	7. provide assistance and support to higher level (e.g. Foreman) on staff and production matters		
Change Management	The ability to: 1. adapt to changes to the organisational structure, function or business 2. develop new solutions to address the management's change of direction that affect organisational structure, function or business	4	• Internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. showcase critical thinking and strong decision-making skills that affect work processes, outcome or workforce motivation 2. understand and comprehend the commercial or financial impact of a decision that affects the organisation's bottom line/revenue	4	• Leadership or Management Skills Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics and responsibilities of a Process Engineer 2. perform self-regulation and reporting to superiors as a Process Engineer	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. apply technical/industrial processes in operations management	6	• Concept of Process Engineering Course Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. apply technical processes in production engineering	6	• Concept of Production Process Course
Productivity and Innovation	The ability to: 1. choose and approve Continuous Engineering Process Improvement Techniques 2. assist in conducting research and analysis to determine causes of poor productivity 3. write technical reports based on research, innovation, analysis and synthesis of production-related processes 4. choose and approve Kaizen and Six Sigma Methodologies	6	• 5S Training • Process Training • Basic Process Defects Trouble Shooting Techniques • Innovation and Productivity Training • Technical Report Writing Training • Kaizen Training • Lean Six Sigma
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in the development of work processes	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course

	2. support and respond to CAAM/QA Audit finding with corrective recommendations		• CAAM Audit Training
Specialised Processes	The ability to: 1. understand multiple process and interface in an engineering environment 2. understand and apply Process Control fundamentals as a base by using NOSS "Process Control Technologist" CM-030-5 (25-10-10)	6	• Developing Process Control and Interface Training
Technical and Engineering Fundamentals	The ability to: 1. understand and demonstrate knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. understand the impact of quality processes on aircraft airworthiness fundamentals 3. understand and apply Process Control fundamentals as a base by using NOSS "Process Control Technologist" standards, CM-030-5 (25-10-10)	6	• meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C • Effective Process Control Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Planning Engineer/Planning Executive	Level: 6

Job Description:

The Planning Engineer/Planning Executive is responsible to map out specific project plans and risks and monitor project status to achieve a specific target/outcome.

Responsibilities include:

- engage and consult with other engineers to ensure adherence to timelines and delivery of expectations
- establish maintenance schedules including releasing work orders, and maintaining while monitoring maintenance work
- ensure on-time delivery according to customers' requirements
- monitor and coordinate timely arrival of normal and AOG spares to meet flowchart targets
- liaise with customers and workshops for all maintenance planning matters
- carry out planning, provisioning and ordering of all spares and consumables

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in the aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and apply Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
Communications	The ability to: 1. manage workplace communication through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. manage communication with others through discussion and presentation	4	• Team Building Course • Interpersonal Skills Training • Interpersonal Supervisory Course

	2. demonstrate social skills in executing, monitoring and closing specific projects		• Leadership or Management Skills Training • Conflict Management Training • Negotiation Skills Training
Health, Safety and Environment	The ability to: 1. understand and comply with Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Human Factors Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. use suitable planning software, techniques and procedures to improve project planning and execution	4	• Effective Engineering Project Planning Courses • Tools and Software for Planning
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagement 2. adapt to change initiatives in the work place 3. function effectively as a team leader and team member 4. function as an effective supervisor at the operational level 5. carry out assessment and assignment of tasks to the	4	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making Training

	appropriate team members 6. perform staff Personal Competency Assessment (PCA)		
Change Management	The ability to: 1. adapt to changes in the organisational structure, function or business 2. develop new solutions to address the management's change of direction that affect organisational structure, function or business	4	• internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. demonstrate critical thinking and strong decision-making skills that affect work processes, outcome or workforce motivation 2. understand and comprehend the commercial or financial impact of a decision that affect the organisation's bottom line/revenue	4	• Leadership or Management Skills Training • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to the professional ethics standards and responsibilities of a Planning Engineer 2. perform self-regulation and reporting to superiors as a Planning Engineer	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an in-depth understanding on Maintenance Processes and Procedures	5	• Company Procedures Training • Basic Aircraft Maintenance Training Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. review and revise Organisational Planning and Scheduling of Operations 2. understand Supply Chain and Warehouse/ Logistics Operations	5	• Production Planning Control Training • Warehousing and Logistics Operation Training
Productivity and Innovation	The ability to: 1. choose and approve Continuous Planning Improvement Techniques 2. manage workplace resource planning	6	• Innovation and Planning Training • Production Planning Control Training
Project Management	The ability to: 1. apply project management skills 2. manage project risk 3. manage project resources 4. manage project procurement 5. manage project scope 6. manage stakeholder relations	5	• Fundamentals of Project Management

Quality	The ability to: 1. manage and approve changes organisational quality systems, procedures and policies in order to carry out daily work accordingly 2. support and respond to CAAM/QA Audit finding with corrective recommendations	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training- Role of Planning Department
Technical and Engineering Fundamentals	The ability to: 1. understand the implication of effective planning of aircraft maintenance and airworthiness fundamentals	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C • Basic Aerospace Engineering Maintenance Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : Senior Workshop Engineer/Leading Hand	Level: 6

Job Description:

The Senior Workshop Engineer carries out daily work planning and job assignment/loading for repair and overhaul of aircraft components and parts as per approved procedures to meet industry demands and the required TAT, in accordance with the company's requirements as well as that of all relevant Airworthiness Authorities. This shall be done without compromising safety and quality.

Responsibilities include:

- supervise all maintenance personnel and optimises the use of available manpower and other resources to meet functional, business, and organisational objectives
- manage Licensed Aircraft Engineers (LAEs) and technical personnel to accomplish maintenance functions, in accordance with relevant technical data, Original Equipment Manufacturer's (OEM's) manuals and other regulatory requirements
- develop works instructions, quality control, repair and test documents and establish solutions to technical engineering issues
- demonstrate awareness and understanding of Environment, Health and Safety (EHS) and Safety Management Systems (SMS) and work proactively to eliminate risks

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management in the aviation context 2. interpret and review apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and review Air Legislation and Company Procedures	4	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage workplace communications through the implementation of communication strategies and mechanisms 2. prepare daily and	4	• Effective Communication Course • High Impact Presentation Course

	handover reports		
Interpersonal Skill	The ability to: 1. manage communication with others through discussion, presentation and social interactions 2. ensure that all planned production activities laid down by the Workshop Planner/Foreman are accomplished within targets by optimum utilisation of manpower, facilities and materials 3. maintain the records of workshop assigned assets, equipment and facilities	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment (SHSE), OSHA, SMS, ISO, Environmental Act 2. develop the Compliance Plan for Safety, Health, Security and Environment (SHSE), OSHA, SMS, ISO, Environmental Act	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety • Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout the working teams	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. perform effective workplace communications and engagements 2. display leadership at the	4	• internal Human Resource Management Training or equivalent • Performance Management System (PMS) or Personal

	operational level 3. function as an effective supervisor at the operational level 4. carry out assessment of task for purpose of manpower distribution 5. perform staff Personal Competency Assessment (PCA) 6. review On-the-Job Training programmes for staff		Competency Assessment Training (PCA) • Managing Employee Performance Training
Change Management	The ability to: 1. adapt to changes in the organisational structure, function or business 2. develop new solutions to address the management's change of direction that affects organisational structure, function or business	4	• internal Human Resource Awareness Training or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. demonstrate critical thinking and strong decision-making skills that affects work processes, outcome and workforce motivation 2. understand and comprehend the commercial or financial impact of a decision that affects the organisation's bottom line/revenue	4	• Leadership or Management Skills Training • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and the norms of Engineer practice 2. perform self-reporting, take ownership of work and ensure personal	4	• internal Organisation Ethics and Compliance Awareness or equivalent • Human Resource Integrity Training (in-house or external)

	integrity		

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine tasks 2. identify tools and equipment to carry out tasks 3. understand work instructions 4. ensure high productivity and performance, efficient utilisation of manpower and the avoidance or minimisation of wastage 5. assist in the up-keep and update of all Technical Publications 6. provide assistance and Guidance given by Workshop Planner and/or Foreman to staff on production matters, participate in repair and overhaul of aircraft components and certification as appropriate 7. liaise with other supporting departments for performance of repair, overhaul and modification of aircraft parts 8. understand and evaluate engineering drawings 9. interpret CMM and other relevant OEM documents 10. carry out test/fabrication as per approved documents	6	• OEM Training on Specific Process • in-house Training conducted by approved Train-the-Trainer (TTT) who had attended OEM Training • Basic OEM Training Course (based on OEM defined component drawings)
Operations and Productions	The ability to: 1. decide and use relevant tooling including the usage of special tools 2. liaise with other supporting departments for performance of repair, overhaul and modifications	6	• Basic OEM Tool Training Course

	of aircraft parts		
Productivity and Innovation	The ability to: 1. choose and approve 5S Techniques 2. choose and approve Continuous Process Improvement Techniques 3. assist in conducting investigations to determine causes of regular and repeated defects and ensure that the necessary actions are taken for improvement 4. choose and approve Kaizen and Six Sigma Methodologies	6	• 5S Training • Process Training • Basic Process Defects Trouble Shooting • Innovation and Productivity training • Technical Report Writing • Kaizen Training • Lean Six Sigma
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work 2. assist Component Shop Foreman in QA, CAAM and the audit preparation of other regulatory bodies, including QA Audit Finding response	6	• internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. demonstrate awareness of Specialised Processes and methodologies 2. showcase an in-depth understanding and applications of relevant Special Processes and Methods at the respective work areas	6	• OEM Training on Specialised Process • in-house Training conducted by approved Train-the-Trainer (TTT) who had attended OEM Training
Technical and Engineering Fundamentals	The ability to: 1. understand and demonstrate knowledge of aerodynamics, aerofoil and	6	• Approved Technical and Engineering Training Courses as required by Aviation Regulatory bodies or

	structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. demonstrate basic knowledge of all Special Processes (i.e. Composite, NDT, Welding, etc.) within the scope of the role of the Senior Workshop Engineer		its equivalent based on the scope of the workshop

Division : Maintenance, Repair and Overhaul (MRO)

Stream : Aircraft Maintenance (Engineering Workshop)

Job Title : Foreman/ Operations Manager	Level: 7

Job Description:

The Operation Manager/Foreman oversees and provides guidance for maintenance, repair and overhaul of aircraft components.

Responsibilities include:

- manage the assignment of technicians as necessary to accomplish maintenance functions in accordance with the Original Equipment Manufacturer's (OEM's) manuals and regulatory requirements
- supervises all maintenance personnel, and optimises the utilisation of available manpower and other resources to meet functional, business and organisational objectives
- responsible for approving work instructions, quality control, repair and test documents, establishing solutions to technical engineering issues, troubleshooting and repairing complex test equipment, and conducting root cause analysis
- demonstrate awareness and understanding of Environment Health and Safety/Safety Management System and works proactively to eliminate risks
- drive continuous improvement in the facility, individually or as part of a team that may include operations, quality and materials procurement personnel
- work with the operations team to develop and drive cost-saving measures

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management in the aviation context 2. interpret and review Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret and review Air Legislation and Company Procedures	4	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. handle conflict between stakeholders and staff 2. Lead workplace communications and	5	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Conflict Management Training

	engagements 3. impart organisation's interests to staff		• Managing Employee PerformanceTraining • Effective Communications or equivalent as required
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Leadership or Management Training • Conflict Management Training • Negotiation Skills Training
Health, Safety and Environment	The ability to: 1. implement Occupational Health and Safety Management System 2. understand and implement Human Factors and Error Management 3. monitor, surveil and comply with Occupational Safety and Health principles	5	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout the work teams	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. display leadership at the operational level 2. adhere to the organisation's Human Resource requirements 3. assess competency, appraise and evaluate staff, review On-the-Job Training programmes	5	• internal Human Resource Management Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

	and competency-based assessments 4. apply performance-based reward system 5. lead teams and apply a working team culture 6. carry out assessment of task for purpose of manpower distribution		• Problem Solving Technique and Decision Making Training • Team Management Training
Change Management	The ability to: 1. implement change in the workplace	4	• Relevant Programme/ Module in Change Management as offered in Bachelor in Business • Administration courses or Masters in Business Administration
Strategic Thinking	The ability to: 1. implement business strategy and planning system initiatives 2. implement and apply improvements arising from Organisational Analysis 3. achieve organisational targets	4	• Relevant Programme/ Module in Change Management as offered in Bachelor in Business Administration Courses or Masters in Business Administration • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practices at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or its equivalent • Engineers Professional Code of Conduct and Ethics Training • Human Resource Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an in-depth understanding of all aspects of the aircraft and component maintenance process within the work scope of the organisation	8	Approved training on: • CAA Malaysia Part M and Part 145 • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. establish and apply practical aspects of workshop production processes	7	Approved courses on: • Concept of Manufacturing Process • OEM Training
Productivity and Innovation	The ability to: 1. validate production productivity processes and implement innovation concepts 2. review, revise and apply Guided Innovation and Improvement Methods 3. review, revise and implement Lean Six Sigma methods 4. understand and manage Enterprise Productivity Improvement Methodologies 5. understand and manage Process Improvement 6. understand and manage Productivity Improvement to achieve business objectives	7	Approved courses on: • Guided Innovation and Improvement Methods • Kaizen and Lean Six Sigma • Enterprise Productivity Improvement Methodologies • Process Improvement • Productivity Improvement
Project Management	The ability to: 1. apply and instil Project Management methodology and culture	7	• Fundamentals of Project Management

	in daily operations		
Quality	The ability to: 1. apply, lead and challenge the audit team as well as execute and perform quality functions throughout the organisation	7	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. apply the concepts and validate the principles and practical aspects of Specialised Processes during aircraft maintenance	6	Relevant Approved Courses and Training on Specialised Processes workshops: o Repair Techniques for Composites o Welding Process o Chemical Cleaning and Surface Treatment o Painting o Heat Treatment o Non-Destructive Testing o Machining
Technical and Engineering Fundamentals	The ability to: 1. review and apply knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. lead work team to meet Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training requirements Or • University / Diploma Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C Or

			• CAAM CAT A Aircraft Maintenance Technician Licence Or • Approved persons authorised by an approved organisation (Part 145)

Division : Maintenance, Repair and Overhaul (MRO)

Stream : Aircraft Maintenance (Engineering Workshop)

Job Title : Senior Operation Manager/ Senior Technical Manager	Level: 8

Job Description:

The Senior Operations Manager/Senior Technical Manager leads and oversees the operation of his/her division ensuring all maintenance activities such as assembly, disassembly, functional test of the systems and components are performed in accordance with the Original Equipment Manufacturer's (OEM's) technical manuals as well as organisational and regulatory requirements.

Responsibilities include:

- ensure that all warranty claims are investigated, validated and followed up as necessary
- manage regular technical coordination meetings with operators to keep abreast of work scope requirements
- develop and oversee continuous improvement processes

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management in the aviation context 2. regulate Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret, Review Air Legislation and Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. handle conflict between stakeholders and staff 2. lead workplace communication and engagements 3. impart organisation's interests to staff	5	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Conflict Management Training • Effective Communication or equivalent as required
Interpersonal Skill	The ability to: 1. have external and interdepartmental	5	• Interpersonal Soft Skills Training • Leadership and

	engagement		Management Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. develop a plan for Occupational Health and Safety Management System 2. monitor, surveil and apply Occupational Safety and Health principles	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training
Using Technology	The ability to: 1. manage and utilise Information Technology tools and techniques throughout the organisation	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. implement the organisation's HR requirements 2. assess competency, appraise and evaluate staff as well as review On-the-Job Training programmes and competency-based assessments 3. implement performance-based reward system 4. lead teams and implement a working team culture	5	• internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

Change Management	The ability to: 1. lead and implement changes in the organisation	5	• Relevant program/ module in Change Management as offered in Bachelor in Business Administration or Masters in Business Administration
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning systems 2. develop and review Organisational Analysis and implement improvements 3. drive and achieve organisational targets	5	• Relevant Programme/ Module in Strategy Management as offered in Bachelor in Business Administration or Masters in Business Administration • Strategic Planning and Implementation • Risk Management
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness or equivalent • Human Resource Training (in-house or external)
Organisation Results	The ability to: 1. monitor organisational performance and develop reward strategies to lead the achievement of results	5	• Post Graduate/ Degree in Business Management Studies or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an in-depth understanding of all aspects of the aircraft and component maintenance process within the work scope of the organisation	8	Approved training on: • CAA Malaysia Part M and Part 145 - detailed understanding • Acquired work experience through engagement in the aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. validate the concepts, principles and practical aspects workshop productions	7	• Degree in Engineering Operation Management or equivalent professional degree or licence in relevant fields
Productivity and Innovation	The ability to: 1. apply production productivity processes and implement innovation and improvement initiatives	7	• Familiarisation Training or Experiential Training relevant to work scope
Project Management	The ability to: 1. apply and instil Project Management methodologies and culture in daily operations	7	• Fundamentals of Project Management
Quality	The ability to: 1. understand, lead and challenge the audit team, as well as execute and perform quality functions throughout the organisation	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Training
Specialised Processes	The ability to:	6	Relevant Training by approved organisation of

	1. promote and implement the concepts and principles and practical aspects of Specialised Processes during aircraft maintenance		such Specialised Processes coupled with experiential training relevant to the work scope
Technical and Engineering Fundamentals	The ability to: 1. ensure high productivity and performance, efficient utilisation of manpower 2. avoid spare wastage 3. lead working teams to meet Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Aircraft Maintenance (Engineering Workshop)	
Job Title : General Manager (Accountable Manager)	Level: 8

Job Description:

The General Manager (Accountable Manager) is responsible for the operational management of the facilities, and provides directions and decisions to meet customer service, regulatory standards and compliance requirements.

Responsibilities include:

- set long term organisational direction and strategy and leads to achieve business goals
- ensure all maintenance tasks are carried out by the organisation and meet airworthiness requirements
- establish the organisation's safety and quality policies as stipulated by the regulatory authorities, and oversees the progress of remedial actions, as well as the review of safety and quality issues
- ensure necessary finance, manpower resources and availability of facilities for the performance of maintenance tasks

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management in the aviation context 2. regulate Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret and revise Air Legislation and Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. lead workplace communication and engagements 2. advocate for the organisation's interests 3. maintain relationships with stakeholders	5	• Effective Corporate Communications Training or equivalent as required

Interpersonal Skill	The ability to: 1. have external and interdepartmental engagements	5	• Interpersonal Soft Skills Training • Leadership and Management Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System 2. implement OSHA principles throughout the organisation 3. promote and inculcate safe practices/safety culture among staff in the organisation	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training
Using Technology	The ability to: 1. Implement the Information Technology System that utilise Information Technology tools and techniques throughout the organisation	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. implement a HR system to meet organisational requirements 2. implement a system to assess competency, appraisal, evaluation of staff, review On-the-Job Training programmes and competency-based assessments 3. implement a reward system in relation to performance and productivity	5	• internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Planning & Management Strategies Training • Coaching & Mentoring Skills Training

Change Management	The ability to: 1. lead, develop and implement changes in the organisation	5	• Relevant programme/ module in Change Management as offered in Bachelor in Business Administration or Masters in Business Administration
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system 2. define business opportunities 3. develop and drive organisational vision, mission and values 4. direct and review Organisational Analysis 5. direct Organisational Strategies and set targets	5	• Relevant programme/ module in Strategy Management as offered in Bachelor in Business Administration or Masters in Business Administration • Effective Leadership Style Training • Strategic Planning and Implementation Training • Crisis Management and Business Continuity Training
Workplace Ethics Management	The ability to: 1. Show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Training or equivalent • Human Resource Training (in-house or external)
Organisation Results	The ability to: 1. develop organisation's vision and mission statements 2. develop long term and mid-term business strategy and business plan 3. monitor organisational performance and develop reward strategies to lead	5	• Post Graduate Business Management Studies - business acumen

	the achievement of results		
Finance	The ability to: 1. endorse Financial and Treasury Management Policies, Systems, Budgets and Plans 2. set organisation's Finance Philosophy and Strategies	5	• Management Finance Training • Management Accounting Training
Risk Management	The ability to: 1. endorse Risk Management Philosophy and Strategies 2. endorse the Principles of Corporate Governance and Compliance in the organisation 3. set Risk Appetite and Risk Goals	5	• SHSE, OSHA, SMS • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training • Risk Management Courses (for organisation Level)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an in-depth understanding of all aspects of the aircraft and component maintenance process within the work scope of the organisation	6	• Fundamental Training on maintenance process relevant to the work scope • Part M and Part 145 Training
Operations and Productions	The ability to: 1. develop and implement the concepts, principles and practical aspects of hangar and workshop productions	6	• Fundamental Training on Operation Production relevant to the work scope
Productivity and Innovation	The ability to: 1. develop and implement concepts of production, productivity processes, and concepts of innovation	6	• Fundamental Training on Productivity and Innovation process relevant to the work scope
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Principles of Project Management
Quality	The ability to: 1. establish a Quality Management System within the organisation with all the required quality functions and quality elements associated with it	6	• Fundamental Training on Quality Process relevant to the work scope • Internal Company Procedures Training
Specialised Processes	The ability to: 1. promote and Implement concepts, principles and practical aspects of Specialised Processes during aircraft	6	• Fundamental Training of Specialised Processes relevant to the work scope

	maintenance		
Technical and Engineering Fundamentals	The ability to: 1. implement the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to Engineering processes	6	• Principles of Engineering Fundamentals

1. CAA - CONTINUING AIRWORTHINESS OF AIRCRAFT
2. CAAM - CIVIL AVIATION AUTHORITY OF MALAYSIA
3. CMM - COMPONENT MAINTENANCE MANUAL
4. EASA - EUROPEAN AVIATION SAFETY AGENCY
5. FAA - FEDERAL AVIATION ADMINISTRATION
6. HSE - HEALTH, SAFETY, ENVIRONMENT
7. ICAO - INTERNATIONAL CIVIL AVIATION ORGANISATION
8. ISB - INDUSTRIAL SAFETY BRIEFING
9. ISO - INTERNATIONAL STANDARD ORGANIZATION
10. MCAR - MALAYSIAN CIVIL AVIATION REGULATION 2016
11. MRO - MAINTENANCE, REPAIR & OVERHAUL
12. NOSS - NATIONAL OCCUPATIONAL SKILLS STANDARDS
13. OEM - ORIGINAL EQUIPMENT MANUFACTURER
14. CCR - CONSTANT CURRENT REGULATOR
15. OSHA - OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION
16. PCA - PERSONAL COMPETENCY ASSESSMENT
17. QA - QUALITY ASSURANCE
18. QAE - QUALITY ASSURANCE ENGINEER
19. QAI - QUALITY ASSURANCE INSPECTOR
20. SHSE - SAFETY, HEALTH, SECURITY, ENVIRONMENT
21. SMS - SAFETY MANAGEMENT SYSTEM
22. TAT - TURN AROUND TIME

MAINTENANCE, REPAIR & OVERHAUL (MRO)

TECHNICAL

HRD Corp has identified 17 job roles for the Aerospace Maintenance , Repair and Overhaul(MRO) - Technical that serves as a guide for companies. The exact roles and progression should be modified to suit the individual company's purpose and scale for optimal relevance and effectiveness.

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Trainee Maintenance Technician	Level: 1

Job Description:

The Trainee Maintenance Technician focuses on the job training, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft avionics/mechanical, components under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and to highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and complete within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and apply human factors and basic error management in aviation context 2. understand and interpret Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	1	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	1	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Course
Interpersonal Skill	The ability to:	1	• Interpersonal Skills Course

	1. communicate with others through discussion, presentation and social skill 2. play the role as a team member		• Team Building Course
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, and Environmental Act	1	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, technique and procedures in the aviation context	1	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personal development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. demonstrate an ability to adapt to changes in the work environment 5. apply emotional self-control at the work environment	1	• internal Human Resource Awareness Training or equivalent
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic, responsibilities and norm	1	• Technician Professional Code of Conduct and Ethics Training • Human Resource

	of Technician practice 2. self-report, take ownership of work and ensure work integrity		Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Company Standard Operation Procedures • On-the-Job Practical Training on Live Aircraft • CAAM Part 145 Maintenance
Operations and Productions	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or process improvement methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	Not Applicable	-	Not Applicable
Technical and Engineering Fundamentals	The ability to: • understand Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston, propeller fundamentals	1	• Basic Maintenance Engineering Course For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Aircraft Technician - Engine and Engine Component	Level: 3

Job Description:

The Aircraft Technician (Engine and Engine Components) focuses on the job, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft engines, engine components and APU under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and to highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and complete within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	- Malaysian Civil Aviation Regulations (MCAR) 2016 - Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) - EASA & FAA Regulations - Air Legislation and Company Procedures - Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	- Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 - Effective Communication Course

Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. play the role as a team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues	3	• Interpersonal Skills Course • Team Building Course • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	2	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personnel development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. apply emotional self-control to manage self at the workplace	3	• Human Resource Awareness Training (internal) or equivalent

	5. adapt to changes in the work environment 6. provide inputs for any changes or improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a Technician 2. self-report, take ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Company Standard Operation Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course • Engine Transportation Course
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	Not Applicable	-	Not Applicable
Technical and	The ability to:	3	• Basic Engine

Engineering Fundamentals	1. understand and apply the basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively		Maintenance Course • Engine Ground Run Course For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Aircraft Technician General (Mechanical)	Level: 3

Job Description:

The Aircraft Technician General (Mechanical) focuses on the job, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft avionics/mechanical, components under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and to highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and complete within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Course

Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. play the role as a team member 4. possess emotional intelligence in a working environment and able to handle conflict amongst colleagues	3	• Interpersonal Skills Course • Team Building Course • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personal development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. apply emotional self-control to manage self at the workplace 5. adapt to changes in the work environment	3	• Human Resource Awareness Training (internal) or equivalent • Personal Management and Development Training

	6. provide inputs for any changes or improvement related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a Technician 2. self-report, take ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Company Standard Operation Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Project Management	Not Applicable		Not Applicable
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	Not Applicable		Not Applicable

Technical and Engineering Fundamentals	The ability to: 1. understand and apply the basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively	3	• Basic Maintenance Engineering Course For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Aircraft Technician - Structure / Sheet Metal	Level: 3

Job Description:

The Aircraft Technician (Structure and Sheet Metal) focuses on the job, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft structure / sheet metal under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and complete within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Presentation Course • Effective Communication Course

Interpersonal Skill	The ability to: 1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. play the role as a team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues 5. develop personal effectiveness at operations level	3	• Interpersonal Skills Course • Team-Building Course • Motivation and Self-Empowerment Skills
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personal development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. apply emotional self-control to manage self at	3	• Human Resource Awareness Training (internal or equivalent) • Personal Management and Development Training

	the workplace 5. adapt to changes in the work environment 6. provide inputs for any changes or improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of an Aircraft Technician - Structure / Sheet Metal 2. self-report, take ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Project Management	Not Applicable		Not Applicable
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures

Specialised Processes	The ability to: 1. understand and apply the basic knowledge of the following processes: -Shot Peening -Heat Treatment Note: Special Process listed above is not exhaustive and depends on the requirements of the organisation	3	• Shot Peening Course • Heat Treatment Course
Technical and Engineering Fundamentals	The ability to: 1. understand and apply the basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively	3	• Basic Maintenance Engineering Course For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)			
Stream : Technical			
Job Title : Aircraft Technician Avionics		Level: 3	

Job Description:

The Aircraft Technician (Avionics) focuses on the job, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft avionics and avionics components under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and to highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and completes within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Course
Interpersonal Skill	The ability to:	3	• Interpersonal Skills Course

	1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. play the role as a team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues 5. develop personal effectiveness at operations level		• Team-Building Course • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personal development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. apply emotional self-control to manage self at	3	• Human Resource Awareness Training (internal or equivalent) • Personal Management and Development Training

	the workplace 5. adapt to changes in the work environment 6. provide inputs for any changes or improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of an Aircraft Technician (Avionics) 2. self-report, take ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
Operations and Productions	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	Not Applicable	-	Not Applicable
Technical and Engineering	The ability to:	3	• Basic Maintenance Engineering Course

Fundamentals	1. understand and apply the basic knowledge of Aerodynamics, Structures and Systems (avionics), Aircraft Systems (electrical and electronics), propulsion fundamentals in order to carry out work effectively		For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Aircraft Technician Systems	Level: 3

Job Description:

The Aircraft Technician (Systems) focuses on the job, working under supervision and completing basic maintenance tasks according to organisation's procedures and following airworthiness regulations.

Responsibilities include:

- carry out maintenance of aircraft systems and components under supervision in accordance with vendors, manufacturers and airworthiness requirements
- maintain equipment and tools in serviceable conditions and to highlight any discrepancies to supervisor
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and completes within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	2	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Course • Presentation Course
Interpersonal Skill	The ability to:	3	• Interpersonal Skills Course

	1. respect superiors and take instructions effectively 2. highlight work-related matters to superiors responsibly 3. play the role as a team member 4. possess emotional intelligence in a working environment and handle conflict amongst colleagues		• Team Building Course • Motivation and Self-Empowerment Skills Training
Health, Safety and Environment	The ability to: 1. understand and adhere to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	2	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, techniques and procedures	3	• Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. develop personal effectiveness at operations level 2. understand personal development goals for career enhancement 3. maintain personal presentation and employability at operations level 4. apply emotional self-control to manage self at the workplace 5. adapt to changes in the work environment 6. provide inputs for any changes or	3	• Human Resource Awareness Training (Internal or equivalent) • Personal Management and Development Training

	improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of an Aircraft Technician (Systems) 2. self-report, take ownership of work and ensure work integrity	3	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	Not Applicable		Not Applicable
Technical and Engineering	The ability to:	3	• Basic Maintenance Engineering Course

Fundamentals	1. understand and apply the basic knowledge of Aerodynamics, Structures and Systems (avionics), Aircraft Systems (electrical and electronics), propulsion fundamentals in order to carry out work effectively		For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Senior Aircraft Technician (Company Authorisation)	Level: 4

Job Description:

The Senior Aircraft Technician (Company Authorisation) has to carry out daily work planning and job assignment for repair and overhaul of aircraft components as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- assign jobs to subordinates as per priorities and requirements
- assist workshop planners and foreman on production matters, participate in repairs and overhaul of aircraft components and certifications as per requirements
- ensure work is done on time and its quality meets the airworthiness and specified requirements
- ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- evaluate performance of subordinate or staff who reports under them on routine and daily activities
- connect and liaise with other supporting sections such as support workshop, materials procurement, logistics, technical services, support services and all other external service supplier for daily activities
- ensure the collection of all check data then analyse, prepare and present them in Post-Check Meetings
- ensure man-hours capturing of tasks and recording of additional works are made diligently to facilitate proper and timely data capturing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace 2. Present Reports in Post Check Meetings	4	• Effective Communication Skills Course • Presentation Course • Effective Basic Report Writing • Civil Aviation Authority

			of Malaysia Airworthiness Guidance (AG) 1101
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill 2. assist and supervise subordinates in job assignments	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Team-Building Course • Negotiation Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up to date Information Technology, technique and procedures	4	• Information Technology Awareness Training
Human Resources & Management Skills	The ability to: 1. develop a team work environment 2. collaborate, delegate work and work in a team effectively 3. develop personal effectiveness at all operations level 4. maintain personal presentation and employability at operations level 5. apply emotional self-control to manage self at the workplace 6. adapt changes in the	4	• Internal Human Resource Awareness Training or equivalent • Motivation and Self-Empowerment Skills • Problem Solving Technique and Decision Making Training • Team Management Training • Planning & Organising Skill Training

	work environment 7. provide inputs for any changes or improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of Technician practice 2. self-report, take ownership of work and ensure work integrity	4	• Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course • Aircraft Towing Training
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
	The ability to: 1. demonstrate Forecast Planning Competence	4	• Production Planning Control Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work	1	• Company Standard Operations Procedures

	accordingly		
Specialised Processes	Not Applicable		Not Applicable
Technical and Engineering Fundamentals	The ability to: 1. understand and apply the basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively	3	• Basic Maintenance Engineering Course For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Senior Aircraft Technician (Company Authorisation - Engine)	Level: 4

Job Description:

The Senior Aircraft Technician (Company Authorisation - Engine) has to carry out daily work planning and job assignment for repair and overhaul of engine and engine systems as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- assign jobs to subordinates as per priorities and requirements
- assist workshop planers and foreman on production matters, participate in repairs and overhaul of engine and associated components and certifications as per the requirements
- ensure work is done on time and its quality meets the airworthiness and specified requirements
- ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- evaluate performance of subordinate or staff who reports under them on routine and daily activities
- connect and liaise with other supporting sections such as support workshop, materials procurement, logistics, technical services, support services and all other external service supplier for daily activities
- ensure the collection of all check data then analyse, prepare and present them in Post-Check Meetings
- ensure man-hours capturing of tasks and recording of additional works are made diligently to facilitate proper and timely data capturing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training
Communications	The ability to: 1. use effective communication at the workplace	4	• Effective Communication Skills Course • Presentation course • Civil Aviation Authority

			of Malaysia Airworthiness Guidance (AG) 1101
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill 2. assist and supervise subordinates in job assignments	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Team Building • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Trainig • Working at Height & Confined Space Training
Using Technology	The ability to: 1. apply up-to-date Information Technology, technique and procedures	4	• Information Technology Awareness Training • Basic Microsoft Office Training
Human Resources & Management Skills	The ability to: 1. develop a team work environment 2. collaborate, delegate work and work in a team effectively 3. develop personal effectiveness at all operations level 4. maintain personal presentation and employability at operations level 5. apply emotional self-control to manage self at the workplace 6. adapt changes in the	4	• Human Resource Awareness Training (internal or equivalent) • Motivation and Self-Empowerment Skills Training • Problem Solving Technique and Decision Making Training • Team Management Training • Planning & Organising Skill Training

	work environment 7. provide inputs for any changes or improvement related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of Technician practice 2. self-report, take ownership of work and ensure work integrity	4	• Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
	The ability to: 1. understand Aircraft Engine Operations and carry out Aircraft Engine Maintenance	4	• Basic Engine Maintenance Course • Type Rating Course (Engine)
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
	The ability to: 1. demonstrate Forecast Planning competency	4	• Production Planning Control Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course

Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
Specialised Processes	The ability to: 1. demonstrate knowledge, applications and operations of the following: -Engine Preservation -Engine Transportation -Engine/ Powerplant Restoration	4	• Basic Engine Maintenance Course • Type Rating Course (Engine)
Technical and Engineering Fundamentals	The ability to: 1. evaluate and apply knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively	4	• Type Rating Course (Engine) For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : CAT A Licenced Approved Mechanic	Level: 4

Job Description:

The CAT A Licenced Approved Mechanic has to carry out daily work planning and job assignment for repair and overhaul of aircraft components as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- carry out and certify maintenance of aircraft mechanical, components in accordance with vendors, manufacturers and airworthiness requirements as per the organisation's approved list
- ensure equipment and tools in serviceable conditions and to highlight any discrepancies
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation carry out allocated job efficiently and completes within estimated time frame based on the job cards given
- produce quality work and to meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities
- support their immediate superior in daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Human Factors Awareness Training • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
Communications	The ability to: 1. use effective communication at the workplace	4	• Effective Communication Skills Course • Presentation Course • Civil Aviation Authority of Malaysia Airworthiness

			Guidance (AG) 1101
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill 2. assist and supervise subordinates in job assignments	4	• Interpersonal Skill Training • Interpersonal Supervisory Course • Team Building • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and technique throughout the organisation	4	• Information Technology Awareness Training
Human Resources & Management Skills	The ability to: 1. develop a team work environment 2. function effectively as an individual and as a member of a team 3. collaborate, delegate work and work in a team effectively 4. develop personal effectiveness at all operations level 5. maintain personal presentation and employability at operations level 6. apply emotional self-control to manage self at the workplace 7. ability to adapt changes	4	• Human Resource Awareness Training (internal or equivalent) • Problem Solving Techniques and Decision Making Training • Motivation and Self-Empowerment Skills Training • Team Management Training • Planning & Organising Skill Training

	in the work environment 8. provide inputs for any changes or improvement-related work		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of CAT A Licenced Approved Mechanic 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
	The ability to: 1. demonstrate and understand Airworthiness Maintenance Programme as per the organisation's approved list -complete all CAAM Part-66 Category A modules (for licence) with experience logged in aircraft maintenance logbook	4	• CAAM Part-66 Category A Course
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and determine causes of regular and repeated effects and to ensure necessary actions are taken	3	• Basic Maintenance Engineering Course
	The ability to: 1. demonstrate Forecast Planning competency	4	• Basic Maintenance Engineering Course • Production Planning Control Course

Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	1	• Company Standard Operations Procedures
	The ability to: 1. carry out activities that is required as a Certifying Staff	4	• CAAM CAT A licence • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
	The ability to: 1. be competent in aircraft repair as written in the Quality System Procedures	4	• Company Standard Operations Procedures
Specialised Processes	Not Applicable		Not applicable
Technical and Engineering Fundamentals	The ability to: 1. evaluate and apply basic knowledge of Aerodynamics, Aircraft Structures and Systems (Avionics), Aircraft Systems (electrical and electronics), gas turbine, piston and propeller fundamentals in order to carry out work effectively	4	• CAAM Approved CAT A Modules (refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Powerplant Engineer (Company Authorisation)	Level: 6

Job Description:

The Powerplant Engineer (Company Authorisation) has to carry out daily work planning and job assignment for repair and overhaul of engine and engine systems as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- manage the Engine Maintenance Programme
- assign jobs to subordinates as per priorities and requirements
- assist workshop planners and foreman on production matters, participate in repairs and overhaul of engine and associated components and certifications as per the requirements
- ensure work is done on time and its quality meets the airworthiness and specified requirements
- ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- evaluate performance of subordinate or staff who reports under them on routine and daily activities
- connect with other support services for daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. execute effective workplace communication through the implementation of communication strategies and	4	• Effective Communication Course • High Impact Presentation Course • Effective Basic Report Writing

	mechanisms		
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external)
Human Resources & Management Skills	The ability to: 1. adapt to change initiatives in the work place environment 2. function as an effective supervisor at operational level 3. function effectively as team leader and a member of a team 4. carry out assessment, delegation and assignment of tasks to the appropriate team members 5. perform staff's Personal Competency Assessment (PCA)	4	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making • Managing Employee Performance

	6. provide assistance and support to higher level (e.g. Foreman) on staff and production matters		
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur	4	• internal Human Resource Awareness Training • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affect the work process, work outcome or workforce motivation 2. understand and comprehend the cost impact of making a decision that affects the organisation's bottom line/revenue	4	• Leadership and Management Training • Critical Thinking Training • Budget Management Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of an engineer 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
	The ability to: 1. demonstrate an in-depth understanding of Aircraft Engine Operations and carry out Aircraft Engine Maintenance	5	• Basic Maintenance Engineering Course • Basic Engine Maintenance Course • Type Rating Course (Engine)
Operations Production	The ability to: 1. understand general Aircraft Maintenance Operations	1	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and review causes of complex and unusual effects and to ensure necessary actions are taken	5	• Basic Engine Maintenance Course • OEM specific Maintenance Course
	The ability to: 1. demonstrate Forecast Planning competency	4	• Production Planning Control Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course

Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	5	• Company Standard Operations Procedures
	The ability to: 1. demonstrate competency in Powerplant and Systems as written the Quality System Procedure	5	• Company Standard Operations Procedures
Specialised Processes	The ability to: 1. demonstrate knowledge, applications and operations of the following: - Engine Preservation - Engine Transportation - Engine/ Powerplant Restoration - Engine Test Cell - Engine FOD Inspection	5	• Basic Engine Maintenance Course • Type Rating Course (Engine)
Technical and Engineering Fundamentals	The ability to: 1. demonstrate competency and in-depth knowledge in Aircraft Engine Technology and its Systems Functions In addition to The ability to: 1. review, revise and apply basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively	5	• Type Rating Course (Engine) For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

Division : Maintenance, Repair and Overhaul (MRO)		
Stream : Technical		
Job Title : Aircraft Structure Repair Engineer (Company Authorisation)		Level: 6

Job Description:

The Aircraft Structure Repair Engineer (Company Authorisation) has to carry out daily work planning and job assignment for repair and overhaul of aircraft components as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- control, repair, replace or modify aircraft structure and structural components
- manage or provide guidance and technical expertise to subordinates
- interpret technical drawings or blueprint
- assign jobs to subordinates as per priorities and requirements
- assist workshop planners and foreman on production matters, participate in repairs and overhaul of aircraft components and certifications as per requirements
- ensure work is done on time and its quality meets the airworthiness and specified requirements
- ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- evaluate performance of subordinate or staff who reports under them on routine and daily activities
- connect with other support services for daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. execute effective workplace	4	• Effective Communication Course • High Impact

	communication through the implementation of communication strategies and mechanisms		Presentation Course
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external)
Human Resources & Management Skills	The ability to: 1. adapt to change initiatives in the work place environment 2. display management skill at operational level 3. function effectively as team leader and a member of a team 4. function as an effective supervisor at operational level 5. carry out assessment, delegation and	4	• internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making Training

	assignment of tasks to the appropriate team members 6. perform staff's Personal Competency Assessment (PCA) 7. provide assistance and support to higher level (e.g. Foreman) on staff and production matters		
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur 2. decide and implement new solutions to address the management 's change of direction effecting organisational structure, function or business	4	• Internal Human Resource Awareness Training • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affect the work process, work outcome or workforce motivation 2. understand and comprehend the cost impact of making a decision that affects the organisation's bottom line/revenue	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of an Aircraft Structure Repair Engineer (Company Authorisation) 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate and apply an in-depth understanding of Aircraft Maintenance Handling	3	• Ground Handling Course • Radio Telephony Communication Course
	The ability to: 1. demonstrate a comprehensive knowledge of aircraft structure and components 2. repair and replace aircraft structure and components	5	• Basic Maintenance Engineering Course • OEM Aircraft Structure Repair Course
Operations and Productions	The ability to: 1. understand and utilise in-depth knowledge of Aircraft Maintenance Operations specifically on Aircraft structures and systems	5	• Basic Maintenance Engineering Course
	The ability to: 1. troubleshoot and review causes of complex and unusual effects and to ensure necessary actions are taken	5	• Basic Maintenance Engineering Course • OEM specific Maintenance Course
	The ability to: 1. demonstrate Forecast Planning competency	4	• Production Planning Control Course

Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly	5	• Company Standard Operations Procedures
	The ability to: 1. demonstrate competency in Aircraft Structure and Repair as in the Quality System Procedure	5	• Company Standard Operations Procedures
Specialised Processes	The ability to: 1. demonstrate knowledge, applications and operations of the following processes: -Shot Peening -Heat Treatment Note: Special Process listed above is not exhaustive and depends on the requirements of the organisation	5	• Shot Peening Course • Heat Treatment Course
Technical and Engineering Fundamentals	The ability to: 1. demonstrate competency and in-depth knowledge in Aircraft Structures and Aircraft Structure Repair In addition to The ability to:	5	• Type Rating Course (Structures) For specific modules, refer to CAAM Airworthiness Notice 1101, Basic Knowledge requirements Appendix A

	1. review, revise and apply basic knowledge of Aerodynamics, Aircraft Structures, Aircraft Systems (electrical), gas turbine, piston and propeller fundamentals in order to carry out work effectively		

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : B2 Licenced Aircraft Engineer (Avionics)	Level: 6

Job Description:

The B2 Licenced Aircraft Engineer (Avionics) has to carry out daily work planning and job assignment for repair and overhaul of avionics and electrical systems as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- carry out and certify maintenance of aircraft avionics components and electrical systems in accordance with vendors, manufacturers and airworthiness requirements as per the organisation's approved list
- issue maintenance release and act as B2 certifying staff for following:
     (i) maintenance performed on avionic and electrical systems;
     (ii) maintenance on electrical and avionics tasks within powerplant and mechanical systems, requiring only simple tests to prove their serviceability
- ensure equipment and tools in serviceable conditions and to highlight any discrepancies
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and completes within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities
- communicate or brief stakeholders on any aircraft defects or status
- assist Foreman on daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training

Communications	The ability to: 1. execute effective workplace communication through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external) • Digital Equipment Trouble Shooting Training

Human Resources & Management Skills	The ability to: 1. adapt to change initiatives in the work place environment 2. display management skill at operational level 3. function effectively as team leader and a member of a team 4. function as an effective supervisor at operational level 5. carry out assessment, work delegation and assignment of tasks to the appropriate team members 6. perform staff's Personal Competency Assessment (PCA) 7. provide assistance and support to higher level (e.g. Foreman) on staff and production matters	4	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Problem Solving Technique and Decision Making Training
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur 2. decide and implement new solutions to address the management's change of direction effecting organisational structure, function or business	4	• Internal Human Resource Awareness • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affect the work process, work outcome or workforce motivation 2. understand and comprehend the cost impact of making a decision that affects the	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training • Budget Management Training

	organisation's bottom line/revenue		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a B2 Licenced Aircraft Engineer (Avionics) 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (In-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Health and Safety Course • Standard Operation Company Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate an in-depth understanding of Aircraft Maintenance Handling	5	• Ground Handling Course • Radio Telephony Communication Course • Complete CAAM approved B2 Modules (refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)
	The ability to: 1. understand and carry out Airworthiness Maintenance Programme as per the organisation's approved list -complete all CAAM Part-66 Category B modules (for licence) with experience logged in aircraft maintenance logbook	5	• CAAM Part-66 Category B Course • Type Rating Course
Operations and Productions	The ability to: 1. understand and utilise in-depth knowledge of Aircraft Maintenance Operations specifically on Aircraft avionics and systems	5	• Basic Maintenance Engineering Course • OEM specific Maintenance Course
	The ability to: 1. troubleshoot and review causes of complex and unusual effects and to	5	• Advance Maintenance Engineering Course • OEM specific Maintenance Course

	ensure necessary actions are taken		
	The ability to: 1. demonstrate Forecast Planning competency	4	• Production Planning Control Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. assist in QA, CAAM and other regulatory bodies audit preparation and QA Audit Finding response	5	• Company Standard Operations Procedures
	The ability to: 1. conduct and manage activities that is required as a Certifying Staff	5	• CAAM B2 Licence Course • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
	The ability to: 1. demonstrate competency in Avionics and Electrical Systems as in the Quality System Procedure	5	• Company Standard Operations Procedures
Specialised Processes	The ability to: 1. Demonstrate knowledge, applications and operations of the following: -Electrical Systems Instruments -Radio Communications and Navigation Note: Special Process listed above is not exhaustive and depends on the requirements of the	5	• Electrical Systems Instruments Training • Radio Communications and Navigation Training

	organisation		
Technical and Engineering Fundamentals	The ability to: 1. demonstrate competency and in-depth knowledge in Avionics, Electrical and electronic Systems 2. review, revise and apply basic knowledge of Aerodynamics, Structures and Systems (avionics), Aircraft Systems (electrical and electronics), Digital techniques, electronic instrument systems, propulsion fundamentals in order to carry out work effectively	5	• CAAM approved B2 Modules (refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : B1 Licenced Aircraft Engineer (Mechanical)	Level: 6

Job Description:

The B1 Licenced Aircraft Engineer (Mechanical) has to carry out daily work planning and job assignment for repair and overhaul of aircraft components as per approved procedures to meet assigned time frame and schedule.

Responsibilities include:

- carry out and certify maintenance of aircraft mechanical, components in accordance with vendors, manufacturers and airworthiness requirements as per the organisation's approved list
- issue maintenance release for the following:
  - (i) maintenance performed on aircraft structure, powerplant and mechanical and electrical systems; and
  - (ii) work on avionic systems which require only simple tests to prove their serviceability and not require troubleshooting
- ensure equipment and tools in serviceable conditions and to highlight any discrepancies
- perform and ensure the maintenance activity is done based on the Standard Operating Procedures (e.g. job cards, task cards, shop instructions) as defined by the organisation
- carry out allocated job efficiently and complete within estimated time frame based on the job cards given
- produce quality work and meet the specified requirements
- monitor subordinate or staff who reports under them on routine and daily activities
- communicate or brief stakeholders on any aircraft defects or status
- assist Foreman on daily activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices AN6501) 3. interpret Air Legislation and Company Procedures	3	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training

Communications	The ability to: 1. execute effective workplace communication through the implementation of communication strategies and mechanisms	4	• Effective Communication Course • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand and comply to Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external) • Basic Microsoft Office

Human Resources & Management Skills	The ability to: 1. adapt to change initiatives in the work place environment 2. display management skill at operational level 3. function effectively as team leader and a member of a team 4. function as an effective supervisor at operational level 5. carry out assessment, work delegation and assignment of tasks to the appropriate team members 6. perform staff's Personal Competency Assessment (PCA) 7. provide assistance and support to higher level (e.g. Foreman) on staff and production matters	4	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment Training (PCA) • Managing Employee Performance Training
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur 2. decide and implement new solutions to address the management 's change of direction effecting organisational structure, function or business	4	• Internal Human Resource Awareness • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affect the work process, work outcome or workforce motivation 2. understand and comprehend the cost impact of making a	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training • Budget Management Training

	decision that affects the organisation's bottom line/revenue		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics and responsibilities of a B1 Licenced Aircraft Engineer (Mechanical) 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• Engineers Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an understanding of Basic Hand Tools and Maintenance Equipment Usage	1	• Basic Maintenance Engineering Course • Company Standard Operation Procedures • CAAM Part 145 Maintenance
	The ability to: 1. demonstrate an in-depth understanding of Aircraft Maintenance Handling	5	• Ground Handling Course • Radio Telephony Communication Course • Complete CAAM Approved B1 Modules (refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)
	The ability to: 1. understand and carry out Airworthiness Maintenance Programme as per the organisation's approved list -complete all CAAM Part-66 Category B modules (for licence) with experience logged in aircraft maintenance logbook	5	• CAAM Part-66 Category B Course • Type Rating Course
Operations Production	The ability to: 1. understand and utilise in-depth knowledge of Aircraft Maintenance Operations specifically on Aircraft structures and systems	5	• Basic Maintenance Engineering Course • OEM specific Maintenance Course
	The ability to: 1. troubleshoot and review causes of complex and unusual effects and to ensure necessary actions	5	• Advanced Maintenance Engineering Course • OEM specific Maintenance Course

	are taken		
	The ability to: 1. demonstrate Forecast Planning competency	4	• Production Planning Control Course
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of 5S or Process Improvement Methods	1	• Basic Maintenance Engineering Course
Quality	The ability to: 1. assist in QA, CAAM and other regulatory bodies audit preparation and QA Audit Finding response	5	• Company Standard Operations Procedures
	The ability to: 1. conduct and manage activities that is required as a Certifying Staff	5	• CAAM B1 licence Course • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3)
	The ability to: 1. demonstrate competency in Aircraft Structures and components as in the Quality System Procedure	5	• Company Standard Operations Procedures
Specialised Processes	Special Process listed below is not exhaustive and depends on the requirements of the organisation. -Borescope Inspection -Weight and Balance -Engine Ground Run (EGR) -Engine Fan Trim Balance	5	• Type Rating Course • Borescope Inspection • Weight and Balance • Engine Ground Run (EGR) • Engine Fan Trim Balance
Technical and Engineering Fundamentals	The ability to: 1. demonstrate competency and in-depth	5	• CAAM Approved B1 Modules (refer to CAAM Airworthiness Notice 1101, Appendix

	knowledge in Aircraft Structures, powerplant and Aircraft Systems In addition to The ability to: 1. review, revise and apply basic knowledge of Aerodynamics, Structures and Systems, Aircraft Systems (electrical and electronics), Digital techniques, electronic instrument systems, gas turbine, piston and propeller fundamentals in order to carry out work effectively		1 and Section 8.0 for more details)

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Senior Maintenance Engineer / Leading Hand	Level: 6

Job Description:

The Senior Maintenance Engineer / Leading Hand has to carry out daily work planning and job assignment/loading for repair and overhaul of aircraft components and parts as per approved procedures to meet the demand, required TAT and in accordance with the company's and other relevant Airworthiness Authorities' requirements without compromising safety and quality.

Responsibilities include:

- supervise all maintenance personnel and optimise the use of available manpower and other resources to meet functional, business, timeline and organisational objectives
- manage Licenced Aircraft Engineers (LAEs) and technical personnel to accomplish maintenance functions, in accordance with relevant technical data, Original Equipment Manufacturer (OEM) manuals and regulatory requirements
- execute work instructions, quality control, repair and complete test documents and establish solutions to technical engineering issues
- demonstrate awareness and understanding of Environment, Health and Safety (EHS) and Safety Management Systems (SMS) and work proactively to eliminate risks
- establish realistic and challenging objectives for the departments and administer the necessary activities to achieve the objectives of the departments
- ensure that all planned production activities laid down by the Planner/Foreman are accomplished within targets by optimum utilisation of manpower, facilities and materials
- ensure the up keeping of records of assigned assets, equipment and facilities and prepare daily and handover report

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management in aviation context 2. interpret and apply Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) Interpret Air Legislation and Company Procedures	4	- Malaysian Civil Aviation Regulations (MCAR) 2016 - Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) - EASA & FAA Regulations - Air Legislation and Company Procedures - Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) - Human Factors Awareness Training

Communications	The ability to: 1. manage effective communication at the workplace with subordinates 2. manage workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels 3. perform effective workplace communication and engagement	4	• Effective Communication Course • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Interpersonal Supervisory Course • Leadership or Management Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. develop the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 3. review and develop the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training

Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external) • Basic Microsoft Office
Human Resources & Management Skills	The ability to: 1. display management and leadership skill at operational level 2. function as an effective supervisor at operational level 3. carry out assessment of task for purpose of manpower distribution 4. perform staff's Personal Competency Assessment (PCA) 5. review On-the-Job Training programmes for staff	4	• Internal Human Resource Management Training or equivalent • Problem Solving Technique and Decision Making Training • Managing Employee Performance Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Team Management Training
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur 2. decide and implement new solutions to address the management's change of direction effecting organisational structure, function or business	4	• Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision making skills that affect the work process, work outcome, workforce motivation and work safety 2. understand and comprehend the cost impact of making a	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training • Budget Management Training

	decision that affects the organisation's bottom line/revenue		
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of Engineer practice 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• internal Organisation Ethics and Compliance Awareness Training or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform a range of component maintenance work routine and non-routine task 2. identify tools and equipment to carry out task 3. understand and evaluate work instruction 4. ensure high productivity and performance, efficient utilisation of manpower and avoid or minimise any wastage 5. assist in up keeping and updating all Technical Publications 6. provide assistance and guidance given by Planner and/or Foreman to staff on production matters, participate in repair and overhaul of aircraft components and effect certification as appropriate 7. liaise with stakeholders (e.g. supporting departments, vendors, OEMs, customers) for status of repair, overhaul and modification of aircraft parts 8. understand engineering drawing 9. carry out functional test and replacement of equipment as per approved documents	6	• OEM training on Specific Process • in-house Training conducted by approved Train-the-Trainer who had attended OEM Training • Basic OEM Training Course (Based on OEM define component drawings) • CAAM Part 145 Maintenance
Operations and Productions	The ability to: 1. understand the use relevant tooling including usage of special tools 2. liaise with stakeholders (e.g. supporting	6	• Basic OEM Tool Training Course

	departments, vendors, OEMs, customers) for status of repair, overhaul and modification of aircraft parts		
Productivity and Innovation	The ability to: 1. choose and approve 5S Techniques 2. apply Continuous Process Improvement Techniques 3. assist in investigation to determine causes of regular and repeated defects and ensure necessary actions are taken to improve 4. apply Kaizen and Six Sigma Methodologies	6	• 5S Training • Process Training • Basic Process Defects Trouble Shooting Techniques • Innovation and Productivity Training • Technical Report Writing • Kaizen Training • Lean Six Sigma
Quality	The ability to: 1. understand and adhere to organisational quality systems, procedures and policies in order to carry out daily work accordingly 2. guide and assist Foreman in QA, CAAM and other regulatory bodies audit preparation and QA Audit Finding response	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. have awareness of Specialised Processes and methodology 2. have in-depth understanding and applications of relevant special processes and methods at the respective work area	6	• OEM Training on Special Process • in-house Training conducted by approved Train-the-Trainer who had attended OEM Training
Technical and Engineering Fundamentals	The ability to: 1. review and demonstrate knowledge of aerodynamics, aerofoil and structural	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements

	characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. have basic knowledge of all Special Processes (e.g. composite, NDT, welding, etc.) within the scope of the work role of the Senior Engineer		Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : CAT C Licenced Aircraft Engineer	Level: 7

Job Description:

The CAT C Licenced Aircraft Engineer has to carry out verification and approval of job assignment/loading for repair and overhaul of aircraft components and parts as per approved procedures to meet the demand, required TAT and in accordance with the company's and other relevant Airworthiness Authorities' requirements without compromising safety and quality.

Responsibilities include:

- verify and approve the Licenced Aircraft Engineers (LAEs) and technical personnel's accomplished work in accordance with relevant technical data, Original Equipment Manufacturer (OEM) manuals and regulatory requirements
- issue a single maintenance release following a scheduled base maintenance on aircraft
- demonstrate awareness and understanding of Environment, Health and Safety (EHS) and Safety Management Systems (SMS) and work proactively to eliminate risks

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review and revise human factors and basic error management in aviation context 2. have knowledge and able to apply relevant requirements pertaining to the Basic Regulation Requirements (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret Air Legislation and Company Procedures	4	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. manage effective communication at the workplace with subordinates 2. manage workplace communication through the implementation of communication strategies and mechanisms throughout	4	• Effective Communication Course • Technical Report Writing • High Impact Presentation Course

	different organisation levels 3. perform effective workplace communication and engagement		
Interpersonal Skill	The ability to: 1. communicate with others through discussion, presentation and social skill	4	• Interpersonal Skills Training • Leadership or Management Training • Conflict Management Training • Negotiation Skill Training • Crisis Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. review and develop the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information Technology Awareness Training • OEM Training (in house or external) • Basic Microsoft Office
Human Resources & Management Skills	The ability to: 1. display management skill at operational level 2. function as an effective supervisor at operational level 3. perform staff's Personal Competency Assessment (PCA)	4	• internal Human Resource Management Training or equivalent • Managing Employee Performance • Planning & Organising Skill Training • Performance Management System (PMS) or Personal

	4. to review On-the-Job Training programmes for staff		Competency Assessment (PCA) Training
Change Management	The ability to: 1. adapt to changes in the work environment when changes to organisational structure, function or businesses occur 2. decide and implement new solutions to address the management's change of direction effecting organisational structure, function or business	4	• Problem Solving Technique and Decision Making • Change Management Course
Strategic Thinking	The ability to: 1. have critical thinking and strong decision-making skills that affect the work process, work outcome, workforce motivation and work safety 2. understand and comprehend the cost impact of making a decision that affects the organisation's bottom line/revenue	4	• Leadership and Management Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of Engineer practice 2. manage subordinate's reporting, fair workload assignment and delegation to ensure work continuity	4	• internal Organisation Ethics and Compliance Awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand Airworthiness Maintenance Programme as per the organisation's approved list -complete all CAAM Part-66 Category C requirements (for licence) with required experience logged in aircraft maintenance logbook	6	• Part M Course and CAAM Part 145 Maintenance Course • CAT C approval (Refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)
	The ability to: 1. perform a range of component maintenance work routine and non-routine task 2. identify tools and equipment to carry out task 3. understand and evaluate work instruction 4. assist in up keeping and updating all Technical Publications 5. liaise with stakeholders (e.g. supporting departments, vendors, OEMs, customers) for status of repair, overhaul and modification of aircraft parts 6. understand and evaluate engineering drawing 7. verify and administer functional test and replacement of equipment as per approved documents	6	• OEM Training on Specific Process • In-house Training conducted by approved Train-the-Trainer who had attended OEM training • Basic OEM training Course (based on OEM define component drawings)
Manufacturing Processes	Not Applicable		Not Applicable

Operations and Productions	The ability to: 1. understand the use of relevant tooling including usage of special tools 2. liaise with other supporting departments for status of repair, overhaul and modification of aircraft parts	6	• Basic OEM Tool Training Course
Productivity and Innovation	The ability to: 1. choose and approve 5S Techniques 2. apply Continuous Process Improvement Techniques 3. assist in investigation to determine causes of regular and repeated defects and ensure necessary actions are taken to improve 4. apply Kaizen and Six Sigma Methodologies	6	• 5S Training • Process Training • Basic Process Defects Trouble Shooting Techniques • Innovation and Productivity Training • Kaizen Training • Lean Six Sigma
Project Management	Not Applicable		Not Applicable
Quality	The ability to: 1. establish a quality systems, procedures and policies in order to carry out daily work accordingly 2. guide and assist Foreman in QA, CAAM and other regulatory bodies audit preparation and QA Audit Finding response	6	• Internal Company Procedures Course • ISO Auditor Course • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Course • CAAM Audit Training
Specialised Processes	The ability to: 1. have awareness of Specialised Processes and methodology 2. have in-depth understanding and applications of relevant	6	• OEM Training on Special Process • In-house Training conducted by approved Train-the-Trainer who had attended OEM Training

	Special Processes and methods at the respective work area		
Technical and Engineering Fundamentals	The ability to: 1. review and demonstrate knowledge of aerodynamics, aerofoil and structural characteristics on aircraft flight performance; airframe structures, propulsion, mechanical systems and electrical systems as well as an awareness of avionic systems maintenance, repair and overhaul functions 2. have basic knowledge of all Special Processes (e.g. composite, NDT, welding, etc.) within the scope of the work role of the CAT C Engineer	6	• CAT C Type approval (refer to CAAM Airworthiness Notice 1101, Appendix 1 and Section 8.0 for more details)

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : Senior Operation/Technical Manager	Level: 8

Job Description:

The Senior Operation/Technical Manager leads and oversees the operation of his/her division ensuring all maintenance activities such as assembly, disassembly, functional test of the systems and components are performed in accordance with Original Equipment Manufacturer (OEM) technical manuals, organisational and regulatory requirements.

Responsibilities include:

- ensure that all warranty claims are investigated, validated and followed up as deemed necessary
- manage regular technical coordination meetings with operators to keep abreast of work scope requirements
- develop and oversee continuous improvement processes
- report and highlight to General Manager on any issues or operational risks matters

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review and revise human factors and basic error management in aviation context 2. regulate Basic Regulation Requirements in the organisation (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret, review Air Legislation and revise Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. resolve any conflicts between stakeholders and staff 2. lead workplace communication and engagements 3. impart organisation's interests to staff	5	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication or equivalent as required

Interpersonal Skill	The ability to: 1. lead external and inter-departmental engagement	5	• Interpersonal Soft Skills Training • Leadership and Management Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. review and decide the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. approve and administer Occupational Safety and Health principles	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space
Using Technology	The ability to: 1. utilise Information Technology tools and technique throughout the organisation	4	• Information System Awareness training • Information technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. lead and oversee Human Resource system to meet organisation requirements 2. lead and develop a system to assess competency, appraisal, evaluation of staff, review On-the-Job-Training programmes and competency-based assessments 3. develop and design a performance-based reward system in relation to performance and productivity 4. implement a Working Team culture and lead teams	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

Change Management	The ability to: 1. lead, develop and implement changes in the organisational environment	5	• Corporate Management Training for the subject or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system 2. develop and review Organisational Analysis and implement improvements 3. drive and achieve organisational targets	5	• Corporate Management Training for the subject or equivalent • Strategic Planning and Implementation Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or equivalent
Organisational Results	The ability to: 1. monitor organisational performance and develop reward strategies to lead achievement of results	5	• Post Graduate / Degree in Business Management Studies or equivalent • Finance for Non-Finance Course

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. develop, administer and revise aircraft and component maintenance process within the work scope of organisation	8	Approved training on: • CAAM Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. validate the concepts, principles and practical aspects workshop productions	7	• Familiarisation Training or Experimental Training relevant to work scope
Productivity and Innovation	The ability to: 1. establish productivity processes and implement initiatives of innovation and improvement 2. ensure high productivity and performance, efficient utilisation of manpower and avoid or minimise wastage	7	• Familiarisation Training or Experimental Training relevant to work scope
Project Management	The ability to: 1. regulate the usage Project Management methodology and culture in the daily operations	7	• Fundamentals of Project Management
Quality	The ability to: 1. understand, lead, challenge the audit team, execute and perform quality functions throughout the organisation	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Training

Specialised Processes	The ability to: 1. understand the concepts and validate principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Familiarisation Training or Experimental Training relevant to work scope
Technical and Engineering Fundamentals	The ability to: 1. understand concepts, principles and practical aspects of basic engineering, physics and chemistry in relation to engineering processes 2. lead work team to comply Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Technical	
Job Title : General Manager	Level: 8

Job Description:

The General Manager (Nominated Post Holder part 145) is responsible for the operational management of the facilities, and provides directions and decisions to meet customer service, regulatory standards and compliance requirements. The General Manager may also hold the position of Accountable Manager.

Responsibilities include:

- set the long term organisational direction and strategy and lead to achieve the organisation's business goals
- ensure all maintenance tasks are carried out by the organisation and meet the airworthiness requirements
- establish the organisation's safety and quality policies as stipulated by the regulatory authorities, and oversee the progress of remedial actions, review of safety and quality issues
- ensure necessary finance, manpower resources and availability of facilities for the performance of the maintenance tasks
- direct and control the operations of the organisation to attain high productivity of manpower and accomplishments of assigned function at optimum costs

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management in aviation context 2. regulate Basic Regulation Requirements in the organisation (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret, review Air Legislation and revise Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. handle conflict between stakeholder and staff 2. lead workplace communication through the implementation of communication	5	• Effective Corporate Communication Training or equivalent as required

	strategies and mechanisms throughout different organisation levels 3. impart organisation's interests to staff		
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills • Leadership and Management Training • Negotiation Skill Training • Conflict Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• internal Organisation Ethics and Compliance Training or equivalent
Health, Safety and Environment	The ability to: 1. lead and oversee Occupational Health and Safety Management System Management 2. promote and inculcate safe practices or safety culture among the staff in the organisation	4	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training
Using Technology	The ability to: 1. implement an Information Technology System that utilises Information Technology tools and techniques throughout the organisation	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training

Human Resources & Management Skills	The ability to: 1. lead and oversee Human Resource system to meet organisation requirements	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Planning & Management Strategies Training • Coaching & Mentoring Skills Training
Change Management	The ability to: 1. spearhead, develop and implement changes in the organisational environment	5	• Corporate Management Training for the subject or equivalent • Change Management Course
Strategic Thinking	The ability to: 1. spearhead, lead and implement business strategy and planning system 2. define business opportunities 3. develop and drive organisation's Vision, Mission and Values 4. direct and review Organisational Analysis 5. direct Organisational Strategies and set targets	5	• Corporate Management Training for the subject or equivalent • Effective Leadership Style • Strategic Planning and Implementation • Crisis Management and Business Continuity
Organisation Results	The ability to: 1. develop organisation's Vision and Mission Statements 2. develop Long Term and Mid Term Business Strategy and Business Plan 3. monitor organisational performance and develop reward strategies to lead	5	• Post Graduate Business Management Studies - business acumen

	achievement of results		
Finance	The ability to: 1. endorse Financial and Treasury Management Policies, Systems, Budgets and Plans 2. set Organisation's Finance Philosophy and Strategies	4	• Management Finance Training • Management Accounting Training
Risk Management	The ability to: 1. endorse Risk Management Philosophy and Strategies 2. endorse the Principles of Corporate Governance and Compliance in the organisation 3. set Risk Appetite and Risk Goals	5	• SHSE, OSHA, SMS • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space • Risk Management Courses (for organisation Level)

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. demonstrate an in-depth understanding of all aspects of the aircraft and component maintenance process within the work scope of organisation	6	• Fundamental Training on Aircraft and Component Maintenance Process relevant to the work scope • CAAM Part M and Part 145 Training
Operations and Productions	The ability to: 1. guide and implement concepts, principles and practical aspects of hangar and workshop productions	6	• Fundamental Training on Operation Production relevant to the work scope
Productivity and Innovation	The ability to: 1. guide and implement concepts of production, productivity processes, concepts of innovation	6	• Fundamental Training on Productivity and Innovation relevant to the work scope
Project Management	The ability to: 1. encourage and promote Project Management methodology and steer programmes	6	• Principles of Project Management
Quality	The ability to: 1. establish a Quality Management System within the organisation with all the required quality functions and quality elements associated with it	6	• Fundamental Training on Quality relevant to the work scope • Internal Company Procedures Training • ISO 9001 QMS Training
Specialised Processes	The ability to: 1. understand concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Fundamental Training on Specialised Process relevant to the work scope

Technical and Engineering Fundamentals	The ability to: 1. understand concepts, principles and practical aspects of basic engineering, physics and chemistry in relation to engineering processes 2. manage work team to meet Aviation Quality Standards and Airworthiness Regulatory Requirements	6	• Principles of Engineering Fundamentals

1. AG - CIVIL AVIATION AUTHORITY OF MALAYSIA AIRWORTHINESS GUIDANCE

2. AN - AIRWORTHINESS NOTICE

3. CAAM - CIVIL AVIATION AUTHORITY OF MALAYSIA

4. EASA - EUROPEAN AVIATION SAFETY AGENCY

5. EGR - ENGINE GROUND RUN

6. FAA - FEDERAL AVIATION ADMINISTRATION

7. FOD - FOREIGN OBJECT DEBRIS

8. HR - HUMAN RESOURCE

9. HSE - HEALTH, SAFETY & ENVIRONMENT

10. ICAO - INTERNATIONAL CIVIL AVIATION ORGANIZATION

11. ISO - INTERNATIONAL STANDARDS ORGANIZATION

12. LAE - LICENSED AIRCRAFT ENGINEER

13. MCAR - MALAYSIAN CIVIL AVIATION REGULATION 2016

14. MRO - MAINTENANCE, REPAIR & OVERHAUL

15. NDT - NON-DESTRUCTIVE TESTING

16. OEM - ORIGINAL EQUIPMENT MANUFACTURER

17. OJT - ON-THE-JOB

18. OSHA - OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

19. PCA - PERSONAL COMPETENCY ASSESSMENT

20. QA - QUALITY ASSURANCE

21. QMS - QUALITY MANAGEMENT SYSTEM

22. SHSE - SAFETY, HEALTH, SECURITY & ENVIRONMENT

23. SMS - SAFETY MANAGEMENT SYSTEM

24. TAT - TURN AROUND TIME

25. 5S - SORT, SET IN ORDER, SHINE, STANDARDIZE, SUSTAIN

MAINTENANCE, REPAIR & OVERHAUL (MRO)

QUALITY (CAMO & PART 145)

HRD Corp has identified 14 job roles for the Aerospace Maintenance , Repair and Overhaul(MRO) - Quality (CAMO) that serves as a guide for companies. The exact roles and progression should be modified to suit the individual company's purpose and scale for optimal relevance and effectiveness.

	QUALITY (CAMO)				
Level 8 Post Graduate Degree		Accountable Manager			
		Operation/Maintenance Manager/ Head of Operation			Quality Manager
Level 7 Degree Level		Engineering Manager			
Level 6 Degree Level	Senior Technical Service Engineer	Senior Planner	MCC/MOC Engineer	Airworthiness Review Staff	Senior Quality Engineer
	Technical Service/ CAMO Engineer	Planning Engineer			Quality Assurance Engineer
Level 5 Advanced Diploma					
Level 4 Diploma Level	Technical Publication	Technical Record			
Level 3 Certificate Level					
Level 2 Certificate Level					
Level 1 Certificate Level					
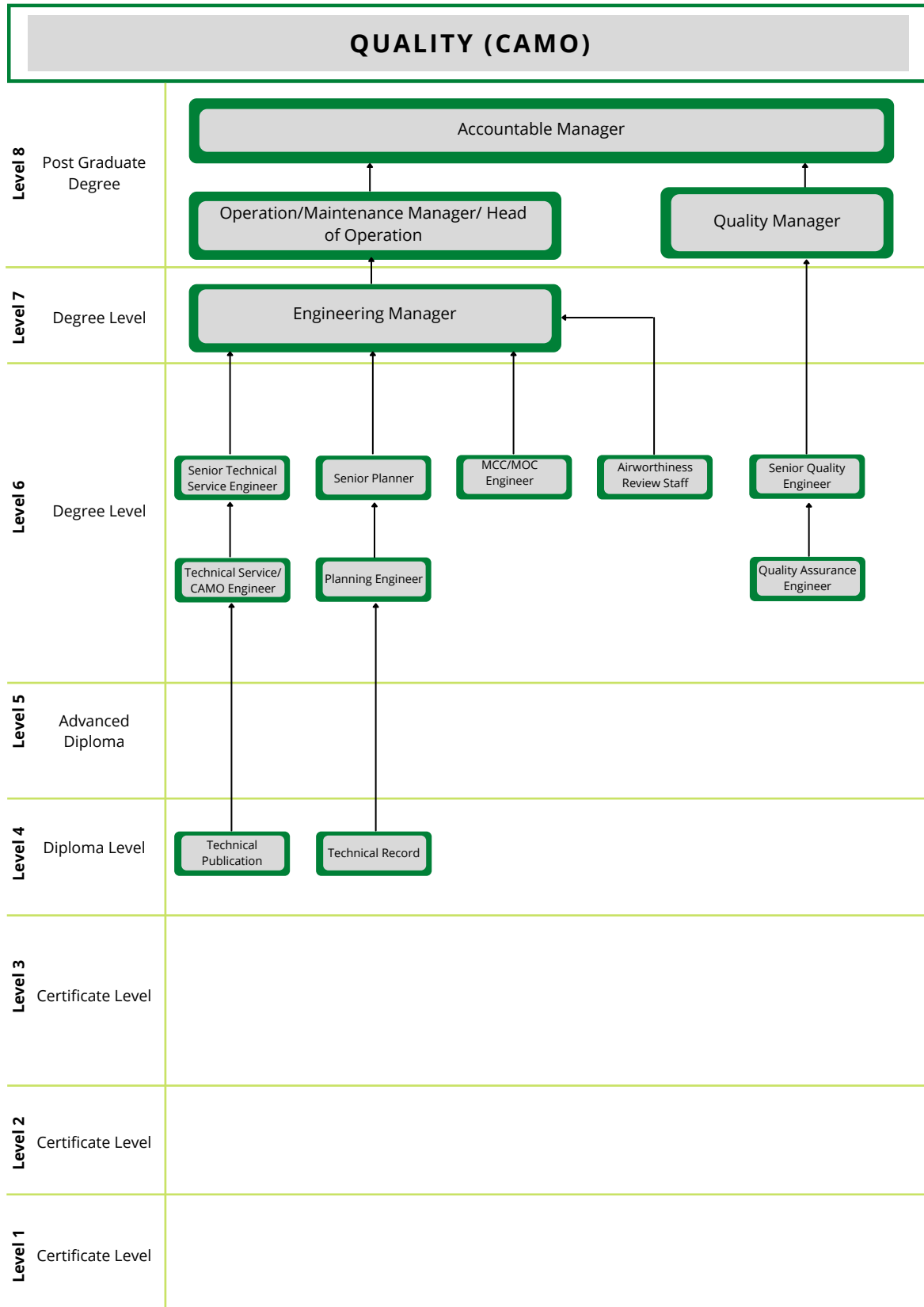
Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Technical Record	Level: 4

Job Description:

The Technical Record has to archive all receiving maintenance records and documents relating to aircraft checks or components. Archiving must be done in a systematic and secure location as per the local National Aviation Authority's requirements.

Responsibilities include:

- provide access to audits and Airworthiness Review activity as applicable
- archive related aircraft documentation and records as per regulatory requirements
- keep records of all maintenance work carried out
- at minimum, the organisation shall retain records necessary to prove that all requirements have been met for issuance of the certificate of release to service, including subcontractors' release documents
- ensure a proper filing procedure is followed and in place and to review as necessary
- for a Part 145 organisation, documents to be retained during check package handling are check package handover form, aircraft check work summary, copy of Client Request Order (CRO) and revision number, AMM revision, SRM revision, Aircraft receipt and acceptance form, etc.
- ensure archives are safe and secure with proper containment in cases of security breach, fire or flood

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand National Aviation Authority's and company approval system requirements	2	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Awareness Training
Communications	The ability to: 1. understand and apply effective communication techniques at the workplace	2	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	2	• Interpersonal Soft Skills Training • Team-Building Course

Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	1	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input and extraction using Microsoft Office spreadsheet tools or equivalent	3	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt changes in the work environment	1	• Internal Human Resource Awareness Training • Motivation and Self-Empowerment Skills Training • Problem Solving Technique and Decision Making Training • Planning & Organising Skill Training
	The ability to: 1. understand advanced Human Resource requirements	3	• Internal Human Resource Awareness Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics , responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand basic maintenance requirements	2	• Work area internship
Operations and Productions	The ability to: 1. understand basic operational documents	2	• Internal Company Procedure Training
Quality	The ability to: 1. understand the quality system and its processes	1	• Internal Company Procedure Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Technical Publication Officer	Level: 4

Job Description:

Technical Publication Officer procures, holds, and controls all manuals, rules, regulations, and documents whether on hard copy, CD/DVDROM, and other multimedia format and employs computer liaison with Information Technology to ensure appropriate access given to relevant parties.

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand National Aviation Authority's and company approval system licensing limitations and expiry	2	• Air Legislation and Internal Company Procedures
Communications	The ability to: 1. understand and apply effective communication techniques at the workplace	2	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	2	• Interpersonal Soft Skills Training • Team Building
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	1	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction and review using Microsoft Office spreadsheet tools or equivalent	3	• Microsoft Office or equivalent Software Intermediate Level

Human Resources & Management Skills	The ability to: 1. understand basic Human Resource requirements 2. demonstrate an ability to adapt changes in the work environment	1	• Internal Human Resource Awareness Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm at work place	3	• Internal Organisation Ethics and Compliance Awareness

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand the concepts, principles and practical aspects of aircraft maintenance	2	• CAAM Part 145 Training
Quality	The ability to: 1. understand the quality requirement and the needs to maintain and update latest revision of quality manuals	2	• Company Procedures Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : MCC/MOC Engineer	Level: 6

Job Description:

The Maintenance Control Centre (MCC) / Maintenance Operations Centre (MOC) Engineer has to ensure smooth airline's daily operations of the aircraft despatch as well as monitor the aircraft's daily movements.

Responsibilities include:

- report aircraft incidents/accidents via the Quality Assurance Department to the National Aviation Authorities
- liaise with Ground Support Services to ensure smooth departure and arrival of flights at line stations
- ensure all aircraft documents and records such as technical logs and maintenance documents are received, recorded and sent for archiving
- monitor aircraft defects and liaise with line stations on the status of the aircraft
- ensure all outstanding defects are monitored and cleared for Line Aircraft
- provide recommendations to stakeholders on rectification for outstanding aircraft defects
- liaise with other stakeholders such as Flight Ops and Operation Control centre for daily aircraft operations
- ensure all line aircraft documentations are up to date
- be the focal point for Engineering when the aircraft is on AOG in base or at line station
- liaise with other departments if assistance is required
- organise 'rescue team' when aircraft is AOG-ed out of base station

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management regulations in aviation context 2. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	4	• Air Legislation and Internal Company Procedures Training • Part M and Part 145 Training • Human Factors Training
Communications	The ability to: 1. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Communication Management Skills Training or equivalent

Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Public Speaking Skills Training • Conflict Management Skills Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System plan	3	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
	The ability to: 1. review and decide the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. monitor, surveil and apply occupational Safety and Health principle	4	
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Finance for Managers and Budgeting Training • Leadership Training
	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach	3	

	or methods of working		• Corporate Management Training for the subject or equivalent
	The ability to: 2. develop a Working Team and be part of the team 3. understand and adhere to Human Resource requirements	4	• Programs Management Training • Change Management Training • Problem Solving Techniques and Decision Making Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics, responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Training • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. validate the correct usage of the concepts, principles and practical aspects of aircraft maintenance	7	• Work Area internship • Part M and Part 145 Training • Aircraft Type Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• Part 21 Subpart G Awareness Training
	The ability to: 1. review and validate the concepts, principles and practical aspects of hangar/workshop productions	7	• Work Area internship
Productivity and Innovation	The ability to: 1. encourage, manage and promote production productivity processes and concepts of innovation	7	• Work Area internship • Manpower and Productivity Training
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	5	• Fundamentals of Project Management
Quality	The ability to: 1. conduct quality functions at maintenance and operations production	5	• Internal Company Procedures Training • Work Area Internship
Specialised Processes	The ability to: 1. monitor Specialised Processes during aircraft maintenance	5	• Work Area internship

Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Planning Engineer	Level: 6

Job Description:

The Planning Engineer performs the scheduling of the maintenance work to ensure that it will not interfere with other work in relation to the availability of all necessary personnel, tools, equipment, material, maintenance data and facilities.
During maintenance work, organising maintenance teams shall provide all necessary support to ensure the completion of maintenance without undue time pressure.

Responsibilities include :

- monitor project statuses and engage engineers or technicians to ensure adherence to project timelines and schedules
- administer and maintain work orders, as well as monitor maintenance work to ensure on-time delivery according to customers' requirements
- monitor and coordinate timely arrival of normal and aircraft on ground (AOG) spares to meet flowchart targets
- liaise with customers, the hangar and workshops for all maintenance planning matters
- carry out planning, provisioning and ordering of all spares and consumables and conduct sourcing of vendors, develop supplier capabilities and perform contract negotiations to support organisation's maintenance, repair and operation (MRO) activities

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	3	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Training • Human Factors Training
Communications	The ability to: 1. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication or equivalent as required
Interpersonal Skill	The ability to: 1. have external and	3	• Interpersonal Soft Skills Training • Customer Relationship

	interdepartmental engagement		• Training • Team Building • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working	3	• Internal Human Resource Awareness Training or equivalent • Change Management Awareness Training • Leadership or Management Skills Training • Problem Solving Technique and Decision Making Training
	The ability to: 1. understand and adhere to Human Resource requirements	4	
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject or equivalent • Strategic Thinking Awareness Training • Critical Thinking Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics ,	3	• Internal Organisation Ethics and Compliance Awareness or equivalent

	responsibilities and norms at the workplace		

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand and execute the concepts, principles and practical aspects of aircraft maintenance	3	• Hands-On Work Area internship • Part M and Part 145 Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• Awareness Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	5	• Hands-on Work Area internship
Productivity and Innovation	The ability to: 1. understand and execute production productivity processes, basic concepts of innovation	3	• Hands-on Work Area internship • Manpower Allocation, Planning and Forecasting Training
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	5	• Awareness of Project Management principles
Quality	The ability to: 1. understand and apply quality functions at maintenance and operations production	3	• Internal Company Procedures Training
Specialised Processes	The ability to: 1. apply concepts, principles and practical aspects of Specialised Processes during aircraft	4	• Work Area internship

	maintenance		
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • Diploma in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Senior Planner	Level: 6

Job Description:

The Senior Planner (SP) takes a more administrative role and leads a group of Planning Engineers. The SP may analyse contractual agreements, formulate maintenance plans, perform consultation with customer as appropriate, generate rolling forecast, evaluate advanced costing processes and procedures to resolve issues and support activities. The SP also shall allocate manpower per tradezone-wise for each aircraft scheduled maintenance.

Responsibilities include:

- monitor project statuses and engage engineers and technicians to ensure adherence to project timelines and schedules
- release and maintain work orders as well as monitor maintenance work to ensure on-time delivery according to customers' requirements
- monitor and coordinate timely arrival of normal and aircraft on ground (AOG) spares to meet flowchart targets
- assist in liaising with customers, the hangar and workshops for all maintenance planning matters
- assist in carrying out planning, provisioning and ordering of all spares and consumables, conduct sourcing of vendors, develop supplier capabilities and carry out contract negotiations to support organisation's maintenance, repair and operation (MRO) activities
- generate performance reports and data to monitor and validate the maintenance progress
- drive changes and continuous improvement using work improvement methodologies to bring the organisation to the required standard
- drive continuous improvement on maintenance tasks for on-time delivery and man-hour savings, develop strategies and priorities for critical customer issues, facilitate problem-solving, lead regular reviews with key suppliers and establish best practices for process improvement to enhance productivity
- develop and conduct training for new hires

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates	3	- Air Legislation and Internal Company Procedures - Human Factors Training - Safety Management System (SMS) Training
	The ability to: 2. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	4	

Communications	The ability to: 1. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent as required • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. manage external and interdepartmental engagement	4	• Interpersonal Soft Skills Training • Supervisory Skills Training • Leadership Skills Training • Customer Relationship Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. apply Occupational Safety and Health principles	3	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working	3	• Human Resource Awareness Training • Change Management Awareness Training • Problem Solving Techniques and Decision Making Training
	The ability to:	4	

	2. understand and adhere to Human Resource requirements		• Managing Employee Performance Training • Train-the-Trainer Course
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject • Strategic Thinking for Managers Training • Critical Thinking Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics, responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Awareness or equivalent • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. apply the correct concepts, principles and practical aspects of aircraft maintenance	4	• Hands on work Area internship • Part M and Part 145 Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 subpart G	5	• Awareness Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	5	• Hands-on Work Area internship
Productivity and Innovation	The ability to: 1. understand and execute production productivity processes, basic concepts of innovation	3	• Hands-on Work Area internship • Manpower Allocation, Planning and Forecasting Training
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Project Management Training
Quality	The ability to: 1. perform quality functions at maintenance and operations production	4	• Internal Company Procedures Training • Part 145 and Part M Training
Specialised Processes	The ability to: 1. apply concepts, principles and practical aspects of Specialised Processes during aircraft	4	• Work Area internship

	maintenance		
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meeti Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • Diploma in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Technical Services Engineer	Level: 6

Job Description:

Technical Services Engineer (TSE) acts as design engineer that provides engineering consultation services to various departments pertaining to repair, deviation, modification and overhaul of an aircraft or component. They support airlines activities, base maintenance and workshop operation to meet airworthiness standards set by Part M, Part 145 and Part 21 regulations.

Responsibilities include :

- provide technical consultative services on all aspects for the sound and economical maintenance, repair and operation of aircrafts and components
- undertake various design related activities for all aspect of engineering particularly with regards to preparation and approving of reports and design documents for repairs and modifications
- evaluate airworthiness directives, service bulletins and other airworthiness data affecting particular aircraft or component type to improve safety and reliability
- conduct work improvement initiatives and programmes and supports cost reduction efforts
- provide direct and timely feedback to customers on troubleshooting procedures and maintenance recommendations

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	3	• Air Legislation and Internal Company Procedures • Human Factors Training
Communications	The ability to: 1. use effective communication at the workplace	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training • Presentation Course
Interpersonal Skill	The ability to: 1. have external and	3	• Interpersonal Soft Skills • Leadership or

	interdepartmental engagement		Management Skills Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. apply occupational Safety and Health principles 2. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Aviation Safety Management System (SMS) Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working	3	• Internal Human Resource Awareness Training or equivalent • Corporate Management Training for the subject or equivalent
	The ability to: 1. understand and adhere to Human Resource requirements	4	
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Strategic Planning Training • Critical Thinking Training • Risk Management Training

Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics , responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance	5	• CAAM Part 145 Maintenance Organisation Training
Operations and Productions	The ability to: 1. understand the manufacturing processes in particular Part 21 Subpart G	2	• EASA Part 21 Subpart G Training
	The ability to: 2. understand and execute the concepts, principles and practical aspects of hangar/ workshop operations	3	• EN9100 Training
Productivity and Innovation	The ability to: 1. understand and execute production productivity processes, basic concepts of innovation	3	• Six Sigma Yellow Belt Certification
Project Management	The ability to: 1. understand and utilise Project Management principles in the daily operations	4	• Microsoft Project Training Intermediate Level • Microsoft Excel Training Intermediate Level
Quality	The ability to: 1. understand Quality Management System functions in order to support internal and external audits	3	• ISO 9001 QMS Training
Specialised Processes	The ability to: 1. understand basic principles and practical aspects of Specialised Processes during aircraft maintenance	2	• Work Area internship

Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. provide input for the development of approved data in the form of minor changes to Type Design (modifications) and design of minor repairs in accordance with applicable airworthiness requirements, showing the compliance with these requirements	5	• University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent • CAAM Part 21J Design Organisation Approval Training • EASA CS 25 Training • Aircraft General Familiarisation Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Senior Technical Services Engineer	Level: 6

Job Description:

The Senior Technical Services Engineer is accountable for technical support matters on all day-to-day operations, including the required equipment, tooling, functional testing and troubleshooting. He/She is also responsible for following up with engineering evaluation/recommendations as appropriate, and liaise with original equipment manufacturer (OEM) for further technical advice and resolution as needed. He/She works closely with the in-house customer support personnel and customers on all engineering matters. He/She also facilitates quality improvement activities and review and recommend publications for the in-house technical library.

Responsibilities include:

- lead team of engineers in managing technical operation, including attending to urgent technical queries, across all aircraft or components types
- elaborate, substantiate and approve all aircraft and component repair solutions and modification documentation
- contribute to quality / customers / authorities audit and post-audit actions launching and follow-up
- provide guidance on all matters relating to maintenance, repair, overhaul, replacement and modification of aircraft and equipment

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	3	• EASA Part 21J Design Organisation Approval Training • Human Factors Training
	The ability to: 2. review human factors and basic error management regulations in aviation context 3. understand, review and recommend policy changes of National Aviation Authority Regulation to organisation	4	
Communications	The ability to: 1. manage workplace communication through the implementation of	4	• Conflict Management Training • High Impact Presentation Course

	communication strategies and mechanisms throughout different organisation levels		• Effective Basic Report Writing
	The ability to: 2. handle conflict between stakeholders and staff	4	
Interpersonal Skill	The ability to: 1. manage external and interdepartmental engagement 2. manage and supervise a team and be the decision maker	4	• Leadership Training • Interpersonal Supervisory Course • Interpersonal Skills Training • Conflict Management Training • Negotiation Skill Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethical practises when supervising other people/subordinates	4	• Internal Organisation Ethics and Compliance Awareness Training or equivalent
Health, Safety and Environment	The ability to: 1. develop a plan for Occupational Health and Safety Management System 2. monitor, surveil and apply occupational Safety and Health principles	4	• Aviation Safety Management System Training • OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level

Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the Job-Training programmes and competency-based assessments	3	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Finance for Managers and Budgeting Training • Leadership Training • Corporate Management Training for the subject or equivalent • Programs Management Training • Change Management Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of the team 3. understand and adhere to Human Resource requirements	4	
Strategic Thinking	The ability to: 1. implement initiatives of business strategy and planning system	4	• Strategic Planning Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethical practises when supervising other people/subordinates	4	• Organisation Ethics and Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. validate the correct usage of the concepts, principles and practical aspects of aircraft maintenance	7	• CAAM Part 145 Maintenance Organisation Approval Training • EN9110 Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• EASA Part 21 Subpart G Training
	The ability to: 1. review and validate the concepts, principles and practical aspects of aircraft maintenance programme, reliability and continued airworthiness	6	• Maintenance Programme Development and MSG-3 Training • CAAM Part M Training
Productivity and Innovation	The ability to: 1. review and revise production productivity processes, basic concepts of innovation	5	• Six Sigma Green Belt Certification
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	5	• Fundamentals of Project Management
Quality	The ability to: 1. lead and challenge the internal or external audit team, and respond to audit findings	7	• ISO 9001 QMS Lead Auditor Training

Specialised Processes	The ability to: 1. apply concepts and validate, principles and practical aspects of Specialised Processes during aircraft maintenance	4	• Work area internship
Technical and Engineering Fundamentals	The ability to: 1. validate and execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. revise and review the development of approved data in the form of minor changes to Type Design (modifications) and design of minor repairs in accordance with applicable airworthiness requirements, showing and verifying the compliance with these requirements	6	• EASA Part 21J Design Organisation Approval Training

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Airworthiness Review Staff	Level: 6

Job Description:

The Airworthiness Review Staff (ARS) is independent from Continuing Airworthiness Management functions and required to perform airworthiness review and prepare the Airworthiness Review Report (ARR) and submit to CAA Malaysia (CAAM).

The nomination of ARS is submitted to CAAM and the nomination must be approved by the CAAM. The ARS is a requirement as per CAA Malaysia AN 6102 which issues an ARR that forms part of the requirement for the issuance of the certificate of airworthiness. The ARS also must hold a type rated Aircraft Maintenance Engineers' Licence.

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 3. understand and challenge National Aviation Authority Regulation Requirements in the context of compliance to organisation	3	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • Part 145 and Part M Training • Human Factors Training
Communications	The ability to: 1. use effective communication at the workplace	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent as required • High Impact Presentation Course • Effective Basic Report Writing

Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	3	• Interpersonal Soft Skills Training • Supervisory Skills Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System plan	3	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction and review using Microsoft Office spreadsheet tools or equivalent	3	• Microsoft Office or equivalent Software Training
Human Resources & Management Skills	The ability to: 1. understand advanced Human Resource requirements 2. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working	3	• Internal Human Resource Awareness Training or equivalent
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Awareness Training or equivalent • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of technician practice	4	• Organisation Ethics and Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance	5	• Hands-On work Area internship • Aircraft Type Training
Operations and Productions	The ability to: 1. monitor correct manufacturing processes in particular Part 21 Subpart G	4	• Part 21 Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	5	• Hands-on Work Area internship
Productivity and Innovation	The ability to: 1. review and revise production productivity processes, basic concepts of innovation	5	• Hands-on Work Area internship
Project Management	The ability to: 1. understand and utilise Project Management principles in the daily operations	4	• Awareness of Project Management Principles Training
Quality	The ability to: 1. conduct quality functions at maintenance and operations production	5	• Internal Company Procedures Training • Part M and Part 145 Training
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship

Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Quality Assurance Engineer	Level: 6

Job Description :

The Quality Assurance Engineer/Office (QE) carries out or implements the organisation's Quality Management System (QMS) and Safety Management System (SMS) to ensure compliance with the National Aviation Authority's (NAA) regulatory and customers' requirements.

Responsibilities include:

- conduct internal and external quality and Environment, Health and Safety (EHS) and Safety Management Systems (SMS) audits and investigates work-induced events or defects
- ensure all compliance to repair work done on systems and components are in accordance with the original equipment manufacturer (OEM) and organisation's prescribed procedures and standards as all recorded non-conformances are tracked and rectified
- perform root cause analyses (RCA) and ensure that the corrective and preventive actions are implemented
- ensure updates to Airworthiness Directives, Service Bulletins, etc. are distributed to workshops and work centres as appropriate if technical publication is put within the purview of the QE
- review standard operating procedures, provide guidance, training and coaching to Quality Control Inspectors and conduct airworthiness related training when required
- may be authorised by the company to conduct technical and regulatory assessment for a Licenced Aircraft Engineer or approval holders
- carry out Mandatory Occurrence reporting (MOR) or In Service Difficulty Report (ISDR) to the NAA
- act as liaison for the organisation for internal and external audits
- carry out audit, investigation and report writing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	4	- Air Legislation and Internal Company Procedures - Safety Management System (SMS) Training - NAA Airworthiness Training - Human Factors Training
	The ability to: 2. understand and implement Human Factors and Error Management with subordinates 3. implement the requirements of Safety Management System (SMS) as per CAAM AN 2101	3	

Communications	The ability to: 1. use effective communication at the workplace	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent as required
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	3	• Interpersonal Soft Skills Training • Leadership Training • Public Speaking Training • Supervisory Skills Training • Customer relationship Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norms at the workplace	4	• Internal Organisation Ethics and Compliance Awareness or equivalent • Ethical Compliance Training
Health, Safety and Environment	The ability to: 1. develop a plan for Occupational Health and Safety Management System	4	• OSHA and HSE Awareness Training • Safety Management System Training
	The ability to: 1. apply Occupational Safety and Health principles	3	
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level
Human Resources & Management Skills	The ability to: 1. assess competency,	5	• Internal Human Resource Awareness

	appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments		Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. develop a Working Team and be part of the team	4	• Finance for Managers and Budgeting Training • Leadership Training • Corporate Management Training for the subject or equivalent
	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working 2. understand advanced Human Resource requirements	3	• Programs Management Training • Change Management Training
Strategic Thinking	The ability to: 1. implement initiatives of business strategy and planning system	4	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Risk Management Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. ensure employee's adherence to correct concepts, principles and practical aspects of aircraft maintenance	6	• Work Area internship • Part M and Part 145 Training
Operations and Productions	The ability to: 1. validate or manage the manufacturing processes in particular Part 21 subpart G	6	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Training
	The ability to: 1. ensure adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	6	• Work Area internship
Productivity and Innovation	The ability to: 1. validate any inputs with regards to production productivity processes, basic concepts of innovation	6	• Work Area internship • Manpower and Efficiency Improvement for Managers Training
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. conduct quality functions at maintenance and operations production	5	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation course (equivalent to ICAO guidelines) • ISO 9001, 9110 and 9120 QMS Training • NAA Airworthiness Course Training • Aircraft Type Training
	The ability to: 1. conduct internal/external audits on quality management systems	7	

Specialised Processes	The ability to: 1. review and revise the concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. validate and execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of engineering practical experience with theory during maintenance	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Senior Quality Engineer	Level: 6

Note: Some organisations may use the term Senior Quality Assurance Inspector.

Job Description:

The Senior Quality Engineer (SQE) carries out or implements the organisation's Quality Management System (QMS) and Safety Management System (SMS) to ensure compliance with the National Aviation Authority's (NAA) regulatory and customers' requirements. The SQE also supervises and leads direct reports, staff such as the Quality Engineer or QMS Engineer.

Responsibilities include:

- perform audit scheduling, rostering, forward plans manpower resources availability, implement budget controls and schedule for training
- conduct internal and external quality and Environment, Health and Safety (EHS) and Safety Management Systems (SMS) audits and investigate work-induced events or defects
- ensure all compliance to repair work done on systems and components are in accordance with the original equipment manufacturer (OEM) and organisation's prescribed procedures and standards. All recorded non-conformances are tracked and rectified
- perform root cause analysis (RCA) and ensure that the corrective and preventive actions are implemented
- ensure updates to Airworthiness Directives, Service Bulletins, etc. are distributed to workshops and work centres as appropriate if technical publication is put within the purview of the SQE
- review standard operating procedures, provide guidance, training and coaching to Quality Engineers, QMS Engineer and Quality Control Inspectors, conduct airworthiness related training when required
- may be authorised by the company to conduct technical and regulatory assessment for a Licenced Aircraft Engineer or approval holders
- carry out Mandatory Occurrence reporting (MOR) or In-Service Difficulty Report (ISDR) to the NAA
- act as liaison for the organisation for internal and external audits
- carry out audits, investigation and technical report writing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review human factors and basic error management regulations in aviation context 2. interpret and review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 3. implement the requirements of Safety	4	• Air Legislation and Internal Company Procedures • NAA Airworthiness Course and seminars • Safety Management System (SMS) Training • Human Factors Training

	Management System (SMS) as per CAAM AN 2101		
Communications	The ability to: 1. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent • High Impact Presentation Course • Effective Basic Report Writing
	The ability to: 1. handle conflict between stakeholders and staff	5	
Interpersonal Skill	The ability to: 1. manage external and interdepartmental engagement 2. manage and supervise a quality team and be the decision maker	4	• Interpersonal Soft Skills Training • Leadership Training • Conflict Management Training • Public Speaking Training • Supervisory Skills Training • Customer Relationship Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethical practises when supervising other people/subordinates	4	• Internal Organisation Ethics and Compliance Awareness or equivalent • Ethics Compliance Awareness Training
Health, Safety and Environment	The ability to: 1. develop an audit plan for Occupational Health and Safety Management System 2. monitor, surveil and apply Occupational Safety and Health principles	4	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft	4	• Microsoft Office or equivalent Software Intermediate Level

	Office spreadsheet tools or equivalent		
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource Awareness Training or equivalent • Managing Employee Performance Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Finance for Managers and Budget Training • Corporate Management Training for the subject or equivalent • Change Management Training • Programs Management Training
	The ability to: 2. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 3. develop a Working Team and be part of the team	4	
	The ability to: 4. Understand advanced Human Resource requirements	3	
Strategic Thinking	The ability to: 1. implement initiatives of business strategy and planning system	4	• Corporate Management Training for the subject or equivalent • Strategic thinking for Managers Training • Critical Thinking Training • Risk Management Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. validate the correct usage of the concepts, principles and practical aspects of aircraft maintenance	7	• Work Area internship • Part M and Part 145 Training • Training that meets CAAM requirements stipulated in AN 1101
Operations and Productions	The ability to: 1. validate and audit manufacturing processes in particular Part 21 subpart G 2. review and validate the concepts, principles and practical aspects of hangar/ workshop productions	7	• Training that meets CAAM requirements stipulated in AN in Aviation Manufacturing Process • Part 21 Subpart G Training • Work Area internship
Productivity and Innovation	The ability to: 1. encourage, manage and promote production productivity processes and concepts of innovation	7	• Work Area internship • Manpower and Efficiency Improvement for Managers Training
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. manage processes and principles of the quality functions throughout the organisation 2. conduct internal/ external audits on quality management systems	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation course (equivalent to ICAO guidelines) • NAA Airworthiness Training • ISO 9001, 9110 or 9120 QMS Training • Aircraft Type Training

Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. validate and Execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of engineering practical experience with theory during maintenance	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Engineering Manager	Level: 7

Job Description:

The Engineering Manager leads the department and act as Head of Design Organisation and accountable for all design engineering and maintenance support activities. The Engineering Manager manages a group of people consists of specialist groups in following disciplines:

- Structures
- Interiors
- Systems
- Avionics
- Propulsion

Responsibilities include:

- ensure modifications and damage repairs are assessed and carried out using data approved by the authority or by an approved Part-21 design organisation, as appropriate
- liaise with QA on matters relating to audit findings follow up, mandatory occurrence reporting and other airworthiness standards matters
- maintain and develop daily interaction with hangar and workshop operation in order to proactively support in the domain of Repair, Modifications and troubleshooting
- liaise with external agencies and authorities and aircraft manufacturers, promulgating any information to relevant departments and ensuring any follow up actions are accomplished as required
- establish budget control for the department taking into account the operational requirements and expectations
- manage day-to-day operation of the department and hold full accountability for the quality, schedule and financial performance of the department

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management regulations in aviation context 2. interpret, review, verify and apply Principles of the National Aviation Authority Aviation Legislation with the company procedures 3. engage with National Aviation Authority on aviation legislation principles and requirements in particular when there are	5	- NAA Training on Legislation and attending seminar on the subject where applicable - Human Factors Training

	potential gaps on the requirements		
Communications	The ability to: 1. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels	5	• Effective Communication Management Skills or equivalent • Customer Relationship Training
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Public Speaking Skills Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. lead, surveil and apply occupational Safety and Health principles	5	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level

Human Resources & Management Skills	The ability to: 1. influence and lead changes in the work environment by implementing new business directions, collaborations, procedures or policies 2. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments 3. implement a Working Team culture and lead teams 4. formulate and update status of Human Resource requirements from time to time	4	• Internal Human Resource Awareness Training or equivalent • Finance for Managers and Budgeting Training • Corporate Management Training for the subject or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	5	• Corporate Management Training for the subject or equivalent Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Training or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. manage, regulate and establish the correct use of the concepts, principles and practical aspects of aircraft maintenance	8	• EASA Part 145 MOA Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• EASA Part 21 Subpart G Training
	The ability to: 1. review, validate and revise the concepts, principles and practical aspects of hangar/ workshop productions	8	• EN 9110 Training
Productivity and Innovation	The ability to: 1. encourage and promote production lean processes and concepts of innovation	6	• Six Sigma Black Belt Certification
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Project Management Training
Quality	The ability to: 1. lead and challenge the internal or external audit team, and review and approve responds to audit findings	8	• ISO 9001 QMS Lead Auditor Training

Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship
Technical and Engineering Fundamentals	The ability to: 1. review and approve the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. manage, review and approve the development of approved data in the form of minor changes to Type Design (modifications) and design of minor repairs in accordance with applicable airworthiness requirements, showing and verifying the compliance with these requirements	8	• University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Quality Manager	Level: 7

Job Description:

The Quality Manager (QM) heads quality assurance department of the organisation and ensures that the company procedures and personnel technical qualification meet National Aviation Authority's (NAA) regulatory requirements. The QM is the nominated post holder (NPH) by the NAA that has direct access to the organisation's Accountable Manager.

Responsibilities include:

- ensure compliance to the organisation/repair station's quality system, compile and administer the Maintenance Organisation Exposition (MOE), Safety Management System (SMS) and training manual (as applicable), make reference to the NAA regulatory requirements
- work closely with all stakeholders, cross functional departments to meet regulatory and customer requirements. The QM is also part of the organisation senior management team to establishing business strategies to support long-term developments/demands
- review and advice on the feasibility of new technologies to achieve process efficiency, reliability and productivity in order to drive continuous improvement

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management regulations in aviation context 2. interpret, review, verify and apply Principles of the National Aviation Authority Aviation Legislation with the company procedures 3. engage National Aviation Authority on aviation legislation principles and requirements in particular when there are potential gaps on the requirements 4. understand, review and verify National Aviation Authority Regulation Requirements	5	• Air Legislation and Internal Company Procedures • Experimental On-the Job-Training (OJT) in the Quality Department • NAA Airworthiness Training and seminar • Safety Management System (SMS) Training • Human Factors Training
Communications	The ability to: 1. lead effective communication at the	5	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness

	workplace with subordinates 2. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels 3. communicate in a timely manner information relevant to stakeholders		Guidance (AG) 1101 • Effective Communication Management Skills or equivalent • Conflict Management Training • Customer Relationship Training • Technical Report Writing • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Public Speaking Skills Training • Leadership or Management Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. lead and oversee a Occupational Health and Safety Management System 2. lead and oversee OSHA principles throughout the organisation 3. lead, surveil and apply occupational Safety and Health principles	5	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent Software Intermediate Level

Human Resources & Management Skills	The ability to: 1. influence and lead changes in the work environment by implementing new business directions, collaborations, procedures or policies 2. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments 3. implement a Working Team culture and lead teams 4. understand and adhere to Human Resource requirements	5	• Internal Human Resource Awareness Training or equivalent • Managing Employee Performance • Planning & Organising Skill Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) training • Finance for Managers and Budgeting Training • Corporate Management Training for the subject or equivalent • Programs Management Training • Change Management Training
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	5	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Training or equivalent • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. manage, regulate and establish the correct use of the concepts, principles and practical aspects of aircraft maintenance	8	• Work Area internship • Part M and Part 145 Training • Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements
Operations and Productions	The ability to: 1. challenge, revise and validate the recommendations for the manufacturing processes in particular Part 21 Subpart G	8	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Training
	The ability to: 1. review, validate and revise the concepts, principles and practical aspects of hangar/ workshop productions		• Work Area internship
Productivity and Innovation	The ability to: 1. develop, administer and revise the concepts of production, productivity processes, basic concepts of innovation 2. lead and improve productivity and efficiency of the organisation 3. lead, promote and encourage innovations among the staff in the organisation 4. plan, formulate and control the budget and it's expenditure	8	• Manpower and Productivity Improvement Courses • Organisation and Innovation Management Courses • Leadership Courses • Finance for Managers Training
Project Management	The ability to: 1. encourage and promote Project Management	6	• Fundamentals of Project Management

	principles in the daily operations		
Quality	The ability to: 1. develop and ensure adherence of quality management functions throughout the organisation 2. review and approve quality system and its processes 3. review and approve investigations of events when required 4. Review and approve cause analysis (RCA) during audits and investigation 5. monitor adherence of ISO 9001, 9110 or 9120 Quality Management Systems to the audit requirements 6. organise and review internal/external audits on quality management systems 7. monitor adherence of NAA Part M, Part 21 or Part 145 requirements to the organisation's QMS	8	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • NAA Airworthiness Course Training • ISO 9001, 9110 and 9120 QMS Training
Specialised Processes	The ability to: 1. review and approve the recommendations for Specialised Processes during aircraft maintenance	8	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	6	• Meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in

	2. monitor and review application of engineering practical experience with theory during maintenance		Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Head of Operation	Level: 8

Job Description:

The Head of Operation leads and oversees the operation of his/her division ensuring all maintenance activities such as assembly, disassembly, functional test of the systems and components are performed in accordance with Original Equipment Manufacturer (OEMs) technical manuals, organisational and regulatory requirements.

Responsibilities include:

- ensure that all warranty claims are investigated, validated and followed up as deemed necessary
- manage regular technical coordination meetings with operators to keep abreast of work scope requirements
- develop and oversee continuous improvement processes
- report and highlight to Accountable Manager on any issues or operational risks matters

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review and revise human factors and basic error management in aviation context 2. regulate Basic Regulation Requirements in the organisation (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret, review Air Legislation and revise Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. resolve any conflicts between stakeholders and staff 2. lead workplace communication and engagements 3. impart organisation's interests to staff	5	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Conflict Management Training • Effective Communication Training or equivalent as required
Interpersonal Skill	The ability to:	5	• Interpersonal Soft

	1. lead external and inter departmental engagement		Skills Training • Leadership and Management Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. review and decide the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. approve and administer Occupational Safety and Health principles	4	• Safety Management System Awareness Training OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. lead and oversee Human Resource system to meet organisation requirements 2. lead and develop a system to assess competency, appraisal, evaluation of staff, review On-the-Job-Training programmes and competency-based assessments 3. develop and design a performance-based reward system in relation to performance and productivity 4. implement a Working Team culture and lead	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

	teams		
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system 2. develop and review Organisational Analysis and implement improvements 3. drive and achieve organisational targets	5	• Corporate Management Training for the subject or equivalent • Strategic Planning and Implementation Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or equivalent
Organisation Results	The ability to: 1. monitor Organisational Performance and Develop Reward Strategies to Lead Achievement of Results	5	• Post Graduate/ Degree in Business Management Studies or equivalent • Finance for Non-Finance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. develop, administer and revise aircraft and component maintenance process within the work scope of organisation	8	Approved training on: • CAAM Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. validate the concepts, principles and practical aspects workshop productions	7	• Familiarisation training or experimental training relevant to work scope
Productivity and Innovation	The ability to: 1. establish productivity processes and implement initiatives of innovation and improvement 2. ensure high productivity and performance, efficient utilisation of manpower and avoid or minimise wastage	7	• Familiarisation training or experimental training relevant to work scope
Project Management	The ability to: 1. regulate the usage of Project Management methodology and culture in the daily operations	7	• Fundamentals of Project Management
Quality	The ability to: 1. understand, lead, challenge the audit team, execute and perform quality functions throughout the organisation	7	• Internal Company Procedures training • ISO Lead Auditor Training • Incident/Accident Investigation course (equivalent to ICAO guidelines) • ISO 9001 QMS Training

Specialised Processes	The ability to: 1. understand the concepts and validate, principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Familiarisation training or experimental training relevant to work scope
Technical and Engineering Fundamentals	The ability to: 1. understand concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. lead work team to comply Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : CAMO	
Job Title : Accountable Manager	Level: 8

Job Description:

The Accountable Manager (AM) heads the MRO and has corporate authority, financial and budget control over the organisation. The ACM needs to ensure that the necessary resources in respect of finance, manpower resources and facilities are available to enable the company to perform the maintenance. Nominated Accountable Manager (AM) is acceptable and accepted by the National Aviation authority (NAA).

Responsibilities include:

- act as National Aviation Authority (NAA) Post Holder for a Part M, Part 21 or Part 145 organisation
- responsible to the NAA for all work, management planning and decisions based on the Part M, Part 21 or Part 145 organisation approval
- hold corporate authority for ensuring that all airworthiness requirements and activities can be financed and performed in accordance with the said requirements stated in the organisation
- responsible for the safe and efficient running of the organisation, to ascertain continuous airworthiness management of its customers or stakeholders
- ensure that all airworthiness requirements and activities can be carried out to the standard required set out by the NAAs
- provide access for its internal and external auditors to the relevant parts of the organisation during audits or visits
- evaluate the results of audits with the Quality Manager and the relevant departments and implement required actions accordingly
- meet NAA officials and have opening meetings during scheduled audits or have frequent engagements to build a good working relationship
- promote safe maintenance practices, a safety reporting and a 'no blame' culture
- implement Safety Management System (SMS), CAAM Airworthiness Notice 2101

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	4	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • Human Factors Training
	The ability to: 2. revise human factors and basic error management regulations in aviation context	5	

Communications	The ability to: 1. motivate and encourage subordinates through effective communication 2. impart organisation's interests to staff 3. lead effective communication at the workplace with subordinates 4. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels 5. communicate in a timely manner information relevant to stakeholders	5	• Effective Corporate Communication Training or equivalent • Public Speaking Training • Customer Relationship Training
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Supervisory Skills Training • Leadership and Management Training • Negotiation Skill Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. promote and inculcate safe practices or safety culture among the staff in the organisation 2. lead and oversee a Occupational Health and Safety Management System 3. lead and oversee OSHA principles throughout the organisation 4. promote safe practices/safety culture among the staff in the	5	• OSHA and HSE Awareness Training • Safety Management System Awareness Training

	organisation		
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level Training
Human Resources & Management Skills	The ability to: 1. influence and lead changes in the work environment by implementing new business directions, collaborations, procedures or policies 2. lead and develop a system to assess competency, appraisal, evaluation of staff, review On-the-Job-Training programmes and competency-based assessments 3. implement a Working Team culture and lead teams 4. formulate and update status of Human Resource requirements from time to time	5	• Internal Human Resource Awareness Training or equivalent • Human Resource Awareness Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Corporate Management Training for the subject or equivalent • Programs Management Training • Change Management Training
Finance	The ability to: 1. allocate and control the budget and it's expenditure	5	• Corporate Management Training for the subject or equivalent • Finance for Managers Training
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	5	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Risk Management Training

Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or equivalent • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance	5	• Fundamental awareness of the subject • Part M and Part 145 Awareness Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 subpart G	5	• Fundamental awareness of the subject • Part 21 Subpart G Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	5	• Fundamental awareness on the subject
Productivity and Innovation	The ability to: 1. develop, administer and revise the concepts of production, productivity processes, basic concepts of innovation 2. lead and improve productivity and efficiency of the organisation 3. lead, promote and encourage innovations among the staff in the organisation 4. plan, formulate and control the budget and it's expenditure	8	• Manpower and Productivity Improvement Course • Organisation and Innovation Management Course • Leadership Course • Finance for Managers Training
Project Management	The ability to: 1. regulate the usage of Project Management principles in the daily operations	8	• Fundamentals of Project Management

Quality	The ability to: 1. monitor the quality functions throughout the organisation	6	• Internal Company Procedures Awareness Training • Fundamental awareness of the subject • Part M, Part 21 or Part 145 Awareness Training • ISO 9001 QMS Awareness Training • Air Legislation Training
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent

HRD Corp has identified 15 job roles for the Aerospace Maintenance , Repair and Overhaul(MRO) - Quality (Part 145) that serves as a guide for companies. The exact roles and progression should be modified to suit the individual company's purpose and scale for optimal relevance and effectiveness.
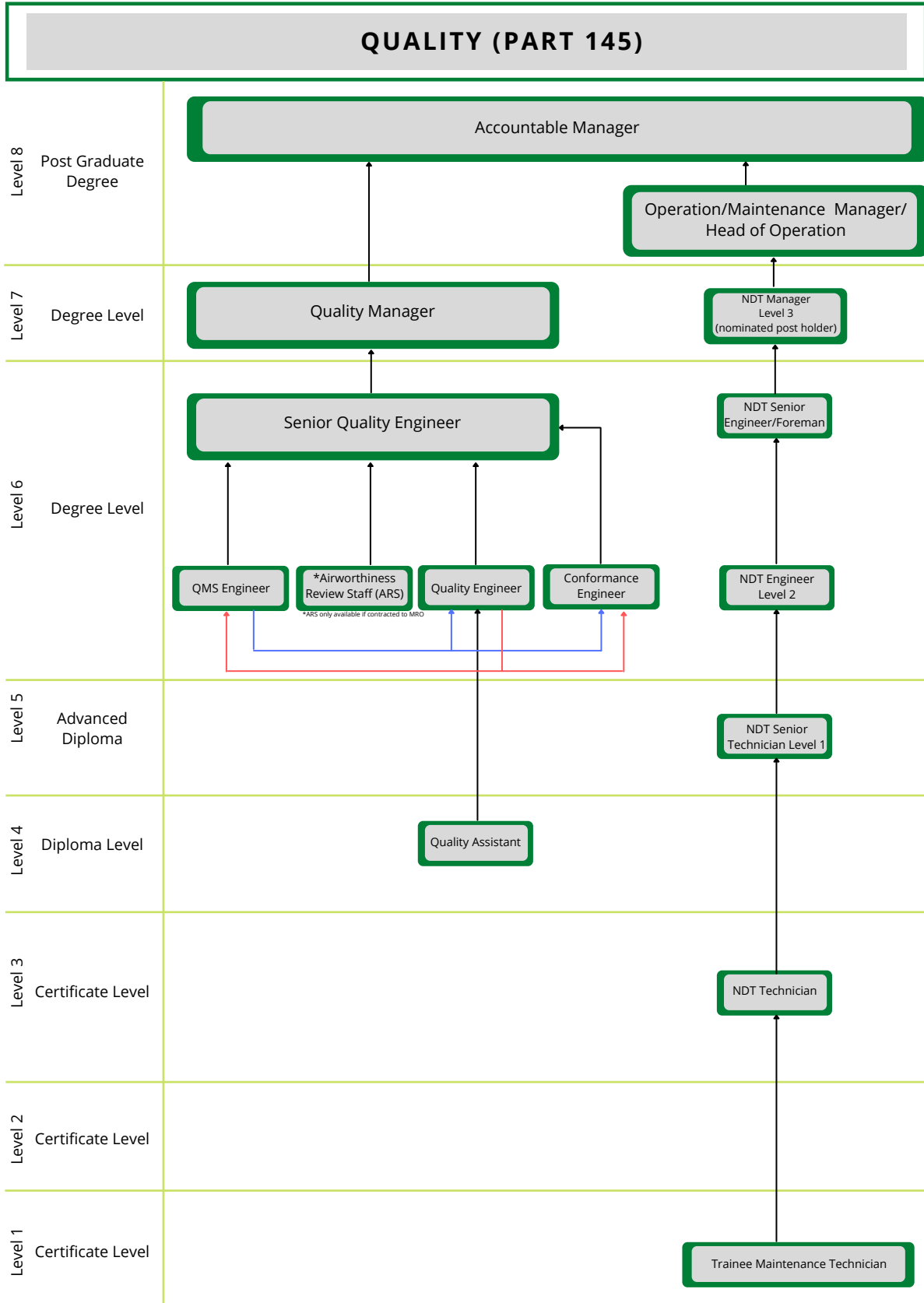
Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Trainee Maintenance Technician	Level: 1

Job Description:

The Trainee Maintenance Technician (TMT) is tasked to learn and gain experience to be a skilled Aircraft Maintenance technician. The TMT is scheduled to attend in classroom training sessions for the enrolled course programme and also to gain experience when assigned to the works areas for on-the -job training (OJT). The duration, the role involved and the type of training required of the TMT training depends on the organisation.

Responsibilities include :

- If the TMT is recruited directly after Secondary School (SPM Leavers), the traineeship programme must meet the requirements set out by the Civil Aviation Authority of Malaysia (CAAM)
- Complete the traineeship/apprenticeship programme that includes a combination of classroom (theory) and OJT

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and apply Human factors and Basic Error Management 2. understand Company Procedures 3. interpret Basic Regulation Requirements (e.g. including not limited to MCAR 2016, CAAM Airworthness Notices, EASA & FAA)	1	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Training • Human Factors training
Communications	The ability to: 1. communicate with others through discussion, presentation and social skill 2. understand and apply effective communication at the workplace	2	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication or equivalent Training • Presentation Course
Interpersonal Skill	The ability to: 1. communicate with others through discussion,	1	• Interpersonal Skills Course • Team Building Course

	presentation and social skill 2. play the role as a team member		
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	1	• OSHA and HSE Awareness Training • SMS Training
Using Technology	The ability to: 1. perform basic data input and extraction using Microsoft Office spreadsheet tools or equivalent	1	• Microsoft Office or equivalent software intermediate level • Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. understand basic Human Resource requirements 2. maintain personal presentation and employability at operations level 3. apply emotional self-control at the work environment 4. develop personal effectiveness at operations level 5. understand and adopt personal development goals for career enhancement	1	• Internal Human Resource Awareness Training or equivalent
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic, responsibilities and norm of technician practice 2. self-report, take	1	• Technician Professional Code of Conduct and Ethics Training • Human Resource Integrity Training (in-house or external)

	ownership of work and ensure work integrity		

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand the concepts, principles and practical aspects of aircraft maintenance	1	• Hands-on or experiential training in the Maintenance work area
Operations and Productions	The ability to: 1. understand the manufacturing processes in particular Part 21 subpart G	1	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process
	The ability to: 1. understand the concepts, principles and practical aspects of hangar/ workshop productions		• Hands-on or experiential training in the Operations and Productions work area
Productivity and Innovation	The ability to: 1. understand production productivity processes, basic concepts of innovation	1	• Hands-on or experiential training in the Productivity and Innovation work area
Quality	The ability to: 1. understand basic Quality functions	1	• Internal Company Procedures Training
Specialised Processes	The ability to: 1. understand basic, principles and practical aspects of Specialised Processes during aircraft maintenance	1	• Hands-on or experiential training in the Specialised Processes work area
Technical and Engineering Fundamentals	The ability to: 1. understand the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	1	• To meet Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • An Approved Training Organisation (ATO) or

			Institute of higher learning

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : NDT Technician	Level: 3

Job Description:

The NDT Technician supports operations by performing the NDT inspection/process within their limitation and ensuring all NDT matter in operation or quality requirement are met. They have to ensure NDT process related to their method meets the operation requirement are in accordance with production planning projection. They work closely with NDT senior Engineer and NDT Engineer in all NDT matters.

Responsibilities include:

- Assist NDT Engineer to perform NDT task
- Control inventory of tooling & equipment of NDT Section and monitor the calibration status
- Maintain record of tasks, documentation and test results in an orderly manner
- Carry out tasks as assigned by the NDT Engineer
- Perform general upkeep and administration of NDT Office

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and apply Human factors and Basic Error Management in daily work routines 2. understand National Aviation Authority Regulation Requirements and apply principles of National Aviation Authority Aviation legislation in the organisation 3. understand aerospace NDT requirement Law Written Practice developed by Nominated NDT Level 3 (NDT Manager)	2	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • NDT Level 1 certification • Human Factors Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Effective corporate communication training or equivalent as required

Interpersonal Skill	The ability to: 1. have internal department engagement	3	• Interpersonal Soft Skills Training • Motivation and Self-Empowerment Skills Training • Personal Management and Development Training
Health, Safety and Environment	The ability to: 1. apply occupational Safety and Health principles	3	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input and extraction using Microsoft Office spreadsheet tools or equivalent	2	• Microsoft Office or equivalent software intermediate level • Information Technology Awareness Training • OEM Training (in-house or external)
Human Resources & Management Skills	The ability to: 1. understand advanced Human Resource requirements	3	• Human Resource Awareness Training (internal) or equivalent
	The ability to: 1. perform staff Personal Competency Assessment (PCA)	4	
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of technician practice	3	• Internal organisation ethics and compliance awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand and apply the application of NDT concepts, principles and practical aspects of aircraft/component maintenance	3	• Experiential training in the Maintenance work area • Part M and Part 145 Training
	The ability to: 1. understand and apply the aircraft/ component in service maintenance processes in particular Part 145, EN4179, NDT product manual		• Training that meets CAAM requirements stipulated in AN in aviation in service component • NDT Level 3 Basic • NDT Level 3 Method Certification 2
Operations and Productions	The ability to: 1. understand and execute the concepts, principles and practical aspects of hangar/workshop operations	3	• Experiential training in the Operations and Production work area Or • Work area internship
Productivity and Innovation	The ability to: 1. understand and execute production productivity processes, basic concepts of innovation	4	• Experiential training in the work area Or • Work Area internship
Project Management	The ability to: 1. understand Project Management principles in the daily operations	2	• Fundamentals of Project Management
Quality	The ability to: 1. understand Quality Management System functions in order to support internal and external audits	3	• Internal Company Procedures Training • Part M and Part 145 Training

Specialised Processes	The ability to: 1. apply concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	4	• NDT level 1 certification in related method
Technical and NDT Fundamental	The ability to: 1. apply the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to NDT application process 2. provide input for development of NDT technique and NDT Written practice in accordance with applicable airworthiness requirements, showing the compliance with NAA requirements	4	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • NDT level 1 certification in related method

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Quality Assistant	Level: 4

Job Description:

The Quality Assistant takes charge of the filing and licensing records requirements of the Quality department as well as the administrative work for the audit reports and licensing applications.

Responsibilities include:

- Handle licensing application control and filing administration
- Follow up and do filing of audit report control
- Oversee document administration and control
- Handle miscellaneous office administration relating to airworthiness requirements

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand National Aviation Authority's and company approval system licensing limitations and expiry	2	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Awareness Training
Communications	The ability to: 1. understand and apply effective communication techniques at the workplace	2	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	2	• Interpersonal Soft Skills Training • Team Building • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	1	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction and review	3	• Microsoft Office or equivalent software intermediate level

	using Microsoft Office spreadsheet tools or equivalent		
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt changes in the work environment 2. understand basic Human Resource requirements	1	• Internal Human Resource Awareness Training • Motivation and Self-Empowerment Skills Training • Problem Solving Technique and Decision Making Training • Team Management Training • Planning & Organising Skill Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of at the workplace	1	• Internal Organisation Ethics and Compliance Awareness

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	Recommended to have basic knowledge	1	• General overview/induction of organisation maintenance departments and processes.
Manufacturing Processes	Recommended to have basic knowledge	1	• General overview/induction of organisation maintenance departments and processes.
Operations and Production	Recommended to have basic knowledge	1	• General overview/induction of organisation maintenance departments and processes.
Productivity and Innovation	Recommended to have basic knowledge	1	• General overview/induction of organisation maintenance departments and processes.
Project Management	Basic fundamentals	1	• Basic overview or fundamentals
Quality	The ability to: 1. understand and execute activities for the quality systems and its processes	2	• Air Legislation and Company Procedures training
Specialised Process	Recommended to have basic knowledge	1	• General overview/induction of organisation maintenance departments and processes
Technical and Engineering Fundamentals	Basic technical background but not a must	1	• Entry requirements or basic training to be determined by the organisation

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : NDT Senior Technician Level 1	Level: 5

Job Description:

The NDT Senior Technician Level 1 supports operations by performing the NDT inspection/process within their limitation and ensuring all NDT matter in operation or quality requirement are met. They have to ensure NDT process related to their method meets the operation requirement is in accordance with production planning projection. They work closely with NDT senior Engineer and NDT Engineer in all NDT matters.

Responsibilities include:
- Assist NDT Engineer to perform NDT task
- Control inventory of tooling & equipment of NDT Section and monitor the calibration status
- Maintain record of tasks, documentation and test results in an orderly manner
- Carry out tasks as assigned by the NDT Engineer
- Perform general upkeep and administration of NDT Office
- Entry level supervisory role

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and apply Human factors and Basic Error Management in daily work routines 2. understand National Aviation Authority Regulation Requirements and apply principles of National Aviation Authority Aviation legislation in the organisation 3. understand aerospace NDT requirement Law Written Practice developed by Nominated NDT Level 3 (NDT Manager)	2	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • NDT Level 1 Certification • Human Factors Training
Communications	The ability to: 1. use effective communication at the workplace	3	• Effective Corporate Communication Training or equivalent as required
Interpersonal Skill	The ability to:	2	• Interpersonal Soft Skills Training

	1. have inter-department engagement		• Team-Building Course • Interpersonal Supervisory Course
Health, Safety and Environment	The ability to: 1. apply Occupational Safety and Health principles	3	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input and extraction using Microsoft Office spreadsheet tools or equivalent	2	• Microsoft Office or equivalent software intermediate level
Human Resources & Management Skills	The ability to: 1. understand advanced Human Resource requirements	3	• internal Human Resource Awareness Training or equivalent • Motivation and Self-Empowerment Skills Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. perform staff Personal Competency Assessment (PCA)	4	
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of technician practice	3	• Internal Organisation Ethics and Compliance Awareness Training or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. understand and apply the application of NDT concepts, principles and practical aspects of aircraft/component maintenance	3	• Experiential training in the work area; Or • Work Area internship • Part M and Part 145 Training
	The ability to: 1. understand and apply the aircraft/ component in service maintenance processes in particular Part 145, EN4179, NDT product manual		• Training that meets CAAM requirements stipulated in AN in aviation in service component • NDT Level 3 Basic • NDT Level 3 Method Certification 2
Operations Production	The ability to: 1. understand and execute the concepts, principles and practical aspects of hangar/ workshop operations	3	• Experiential training in the work area • Work Area internship
Productivity and Innovation	The ability to: 1. understand and execute production productivity processes, basic concepts of innovation	4	• Experiential training in the work area; Or • Work Area internship
Project Management	The ability to: 1. understand Project Management principles in the daily operations	2	• Fundamentals of Project Management
Quality	The ability to: 1. understand Quality Management System functions in order to support internal and	3	• Internal Company Procedures Training • Part M and Part 145 Training

	external audits		
Specialised Processes	The ability to: 1. apply concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	4	• NDT level 1 certification in related method
Technical and NDT Fundamental	The ability to: 1. apply the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to NDT application process 2. provide input for development of NDT technique and NDT Written practice in accordance with applicable airworthiness requirements, showing the compliance with NAA requirements	4	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • NDT level 1 certification in related method

Division : Maintenance, Repair and Overhaul (MRO)		
Stream : Quality (PART 145)		
Job Title : NDT Engineer Level 2		Level: 6

Job Description:

The NDT Engineer Level 2 supports operations by performing the NDT inspection/process within their limitation and ensuring all NDT matters in operation or quality requirement are met. He/She has to ensure daily basic productivity operations are in accordance with production planning projection. He/She works closely with NDT Senior Engineer in all NDT matters.

Responsibilities include:

- carry out all NDT tasks performed within the approved NDT Services Section capability
- Liaise with Aircraft Production Department to ensure that all NDT tasks including calibration activities are carried out in a timely manner
- Assist the NDT Senior Engineer to determine, plan and recommend the acquisition or maintenance of appropriate test equipment necessary to develop and maintain the NDT
- Services Section capabilities
- Assist the NDT Senior Engineer in checking that all supporting controlled documents and procedures in the section are regularly reviewed and revised to reflect the capabilities
- Assist the NDT Senior Engineer in ensuring that all test equipment's are regularly serviced and maintained as per manufacturer's recommendations. These records are filed and maintained in the section.
- Monitor the calibration status of all NDT equipment used, probes and test pieces used by organisation and check that they are recalled before the expiry dates
- Assist the NDT Senior Engineer to identify suitable sub-contractors for NDT Services necessary for organisation

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation Communications	The ability to: 1. understand National Aviation Authority Regulation Requirements and apply principles of National Aviation Authority Aviation legislation in the organisation 2. understand aerospace NDT requirement Law Written Practice developed by Nominated NDT Level 3 (NDT Manager) 3. understand aerospace	3	• Air Legislation and Internal Company Procedure • Safety Management System awareness training. • NDT Level 2 certification • Human Factor training

	NDT requirement in accordance with Written Practice developed by Nominated NDT Level 3 (NDT Manager)		
	The ability to: 1. understand and implement Human Factors and Error Management with subordinates	3	
Communications	The ability to: 1. use effective communication at the workplace 2. maintain workplace communication and stakeholders engagements	3	• Effective Corporate Communication Training or equivalent as required • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. have external and inter-departmental engagement	3	• Interpersonal Soft Skills Training • Team Building • Leadership or Management Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. understand Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act	3	• Safety Management System Awareness Training • OSHA and HSE Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training

Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. perform staff Personal Competency Assessment (PCA) 3. develop a Working Team and be part of a team	4	• Internal Human Resource Awareness Training or equivalent • Corporate Management training for the subject or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. understand advanced Human Resource requirements	3	• Problem Solving Technique and Decision Making Training • Managing Employee Performance Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject or equivalent • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics , responsibilities and norms at the workplace	3	• Internal organisation ethics and compliance awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. perform the application of NDT concepts, principles and practical aspects of aircraft/component maintenance	4	• Experiential training in the work area; Or • Work Area internship • Part M and Part 145 Training
	The ability to: 1. execute correct service maintenance processes in particular Part 145, EN4179, NDT product manual	4	• Training that meets CAAM requirements stipulated in AN in aviation in service component • NDT Level 2 Method Training
Operations and Productions	The ability to: 1. understand and execute the concepts, principles and practical aspects of hangar/ workshop operations	3	• Experiential training in the work area • Work Area internship
Productivity and Innovation	The ability to: 1. give inputs for production productivity processes, basic concepts of innovation	4	• Eraining or experiential training in the work area; Or • Work Area internship
Project Management	The ability to: 1. understand Project Management principles in the daily operations	2	• Fundamentals of Project Management
Quality	The ability to: 1. utilise Quality Management System functions in order to	4	• Internal Company Procedures Training • Part M and Part 145 Training

	support internal and external audits		
Specialised Processes	The ability to: 1. apply concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	4	• NDT level 2 certification in related method
Technical and NDT Fundamental	The ability to: 1. apply the concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to NDT application process 2. provide input for development of NDT technique and NDT Written practice in accordance with applicable airworthiness requirements, showing the compliance with NAA requirements	4	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • NDT Level 2 Certification in related method • Bachelor Degree/Diploma in Engineering

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : NDT Senior Engineer/ Foreman	Level: 6

Job Description:

The NDT Senior Engineer / Foreman is accountable for NDT support matters on all day-to-day operations. They are also responsible to follow up with production planning and other department as appropriate, and liaise with NDT level 3 for further technical advice and resolution as needed. They work closely with the in-house customer support personnel and customers on all NDT matters.

Responsibilities include:

- lead team of NDT engineers in managing technical operation, including attending to urgent technical queries, across all aircraft or components types
- contribute to quality / customers / authorities audit and post-audit actions launching and follow-up
- give guidance on all matters relating to NDT operation
- ensure that records of all NDT and calibration tasks carried out are maintained in accordance with the Company and relevant regulatory requirements
- consult and liaise with nominated level 3, relevant regulatory authority, manufacturers and customers on matters pertaining to NDT Service methods or new requirements
- liaise with relevant departments on NDT tasks that need to be performed during customer aircraft/components maintenance
- request to Material Department for sourcing specific NDT and Specialised Services required for customer aircraft if these tasks are not within the NDT Services Section capability
- review and plan training and recurrent training courses for personnel in the NDT Service Section
- ensure NDT Inspectors are adequately trained and qualified to perform their duties
- monitor the calibration status of all calibrated NDT equipment used by organisation
- ensure that the calibrated equipment, probes and test pieces are recalled before expiry and item is sent for calibration and servicing as per manufacturer's recommendations
- monitor staff discipline and movement and also assign staff day-to-day job
- execute planning and scheduling material and manpower to smoothen the aircraft and workshop operational requirement

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret, review, verify and apply Principles of the National Aviation Authority Aviation Legislation with the company procedures 2. understand, review and verify National Aviation Authority Regulation Requirements 3. review and revise	5	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • NDT Level 2 Certification • Human Factors Training

	aerospace NDT requirement law written developed by NDT Manager		
	The ability to: 1. understand and review the technique and procedure of organisation developed by NDT manager	4	
	The ability to: 1. understand and implement Human Factors and Error Management with subordinates	3	
Communications	The ability to: 1. manage effective communication at the workplace with subordinates	4	• Effective Corporate Communication Training or equivalent as required • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Team Building • Leadership or Management Skills Training • Conflict Management Training • Negotiation Skill Training

Health, Safety and Environment	The ability to: 1. promote and inculcate safe practices/safety culture among the staff in the organisation	5	• OSHA and HSE Awareness Training • Safety Management System Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
	The ability to: 1. monitor, surveil and apply Occupational Safety and Health principles	4	
	The ability to: 1. implement the Occupational Health and Safety Management System plan	3	
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software intermediate level
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource awareness training or equivalent • Corporate Management Training for the subject or equivalent • Problem Solving Technique and Decision Making Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of a team 3. understand and adhere to Human Resource requirements	4	

Strategic Thinking	The ability to: 1. implement initiatives of business strategy and planning system	4	• Corporate Management Training for the subject or equivalent • Critical Thinking Training • Risk Management Training • Budget Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethical practises when supervising other people/subordinates	5	• Internal organisation ethics and compliance awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. validate the correct usage of the application of NDT concepts, principles and practical aspects of aircraft/component maintenance	5	• Work Area internship • Part M and Part 145 Training
	The ability to: 1. monitor correct service maintenance processes in particular Part 145, EN4179, NDT product manual	5	• Training that meets CAAM requirements stipulated in AN in aviation in service component • NDT Level 3 Basic • NDT Level 3 Method Certification 2
Operations Production	The ability to: 1. perform the correct concepts, principles and practical aspects of hangar/workshop operations	4	• Work Area internship
Productivity and Innovation	The ability to: 1. review and revise production productivity processes, basic concepts of innovation	5	• Work Area internship
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	5	• Fundamentals of Project Management
Quality	The ability to: 1. encourage and promote Quality Management System functions in order to support internal and external audits	6	• Internal Company Procedures Training • Part M and Part 145 Training

Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship
Technical and NDT Fundamental	The ability to: 1. execute and manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to NDT application process 2. manage the development of NDT technique and NDT written practice in accordance with applicable airworthiness requirements, showing the compliance with NAA requirements	5	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • NDT Level 2 Certification in related method • Bachelor Degree/Diploma in Engineering

Division : Maintenance, Repair and Overhaul (MRO)			
Stream : Quality (PART 145)			
Job Title : Airworthiness Review Staff		Level: 6	

Job Description:

The Airworthiness Review Staff (ARS) is independent from Continuing Airworthiness Management functions and required to perform airworthiness review and prepare the Airworthiness Review Report (ARR) and submit to CAA Malaysia (CAAM).

The nomination of ARS is submitted to CAAM and the nomination must be approved by the CAAM. The ARS is a requirement as per CAA Malaysia AN 6102 which issues an ARR that forms part of the requirement for the issuance of the certificate of airworthiness. The ARS also must hold a type rated Aircraft Maintenance Engineers' Licence.

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 3. understand and challenge National Aviation Authority Regulation Requirements in the context of compliance to organisation	3	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • Part 145 and Part M Training • Human Factors Training
Communications	The ability to: 1. use effective communication at the workplace	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective communication training or equivalent as required
Interpersonal Skill	The ability to: 1. have external and inter-departmental engagement	3	• Interpersonal Soft Skills Training • Supervisory Skills Training • Team Building

			• Conflict Management Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System plan	3	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction and review using Microsoft Office spreadsheet tools or equivalent	3	• Microsoft Office or equivalent software training
Human Resources & Management Skills	The ability to: 1. understand advanced Human Resource requirements 2. demonstrate an ability to adapt to changes in the work environment by adopting a new approach or methods of working	3	• Internal Human Resource Awareness Training or equivalent • Motivation and Self-Empowerment Skills • Problem Solving Technique and Decision Making Training • Team Management Training • Planning & Organising Skill Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management awareness training or equivalent
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethic and responsibilities and norm of practice	4	• Organisation Ethics and Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance	5	• Hands on work Area internship • Aircraft Type Training
Operations and Productions	The ability to: 1. monitor correct manufacturing processes in particular Part 21 subpart G	4	• Part 21 Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/workshop productions	5	• Hands on Work Area internship
Productivity and Innovation	The ability to: 1. review and revise production productivity processes, basic concepts of innovation	5	• Hands-on Work Area internship
Project Management	The ability to: 1. understand and utilise Project Management principles in the daily operations	4	• Awareness of Project Management principles
Quality	The ability to: 1. conduct quality functions at maintenance and operations production	5	• Internal Company Procedures Training • Part M and Part 145 Training
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship

Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Conformance Engineer	Level: 6

Job Description:

The Conformance Engineer (CE) inspects the completed aircraft work package during the check. They have to look into any discrepancies in the completed documentation and highlight as necessary. They also need to assist the Quality Management Engineer and Quality Engineer in administering the Quality Management system and the NAA Regulations.

Responsibilities include:

- carry out inspections on the final product and its documentation
- ensure that the product meets the requirements and procedures laid out by the organisation
- inspect the final documentation of the product to ensure it conforms to the company procedures
- sample the condition, assembly and installation of the product to ensure it is signed off in accordance with laid down processes
- conduct, present, follow up and close scheduled inspection reports
- write audit, investigation, and surveillance reports
- act as department liaison for assigned internal and external auditors
- perform root cause analysis (RCA) and ensure that the corrective and preventive actions are implemented
- work closely with production department to ensure the final product conforms to its specification
- oversee the Safety Management System (SMS) requirements during inspection

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. apply Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 3. understand and challenge National Aviation Authority Regulation Requirements in the context of compliance to organisation 4. implement the requirements of Safety	3	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) training • Human Factors training

	Management System (SMS) as per CAAM AN 2101		
Communications	The ability to: 1. use effective communication at the workplace 2. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective communication training or equivalent • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	3	• Interpersonal Soft Skills Training • Supervisory Skills Training • Team Building • Conflict Management Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System plan 2. apply occupational Safety and Health principles	3	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level
Human Resources & Management Skills	The ability to: 1. demonstrate an ability to adapt to changes in the work environment by adopting a new approach	3	• Human Resource Awareness Training • Problem Solving Techniques and Decision Making

	or methods of working 2. understand advanced Human Resource requirements		Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject or equivalent • Strategic Thinking Awareness Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics , responsibilities and norms at the workplace	3	• Organisation Ethics and Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance 2. manage and understand the maintenance and production processes	5	• Hands-on work Area internship • Part 145 Training • Training that meets CAAM requirements stipulated in AN 1101 • Aircraft Type Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Awareness Training
	The ability to: 1. ensure adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	6	• Hands on Work Area internship
Productivity and Innovation	The ability to: 1. review and revise production productivity processes, basic concepts of innovation	5	• Hands-on Work Area internship • Manpower and Efficiency Improvement Awareness Training
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	5	• Awareness of Project Management principles
Quality	The ability to: 1. conduct quality functions at maintenance and operations production 2. conduct internal audits on maintenance practices 3. carry-out physical and process inspection of the product	5	• Internal Company Procedures training • ISO Lead Auditor Training • Aircraft type training

	4. carry-out non conformity process and physical inspection of the product during maintenance		
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. apply engineering practical experience with theory during maintenance	5	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : QMS Engineer	Level: 6

Note: Some organisations may use the term Quality Assurance Inspector.

Job Description:

The QMS Engineer is responsible to administer the Quality Management System. If the organisation uses the ISO 9001 standard, the QMS Engineer needs to administer, coordinate and align the ISO requirements to the Civil Aviation Requirements. They also have to work hand in hand with the Quality Engineer as many the requirements and standards are overlapping.

Responsibilities include:

- administer the Quality Management System and carry out the implementation of the ISO 9001, ISO 9110 or ISO 9120 standards
- conduct, follow up and close scheduled or product audits
- write technical, audit, investigation, and surveillance reports
- act as department liaison for assigned internal and external auditors
- conduct process investigation and interviews
- conduct technical assessment as approved by the regulators
- carry out Mandatory Occurrence Reporting (MOR) or In-Service Deficiency Report (ISDR) to the National Aviation Authorities
- perform root cause analysis (RCA) and ensure that the corrective and preventive actions are implemented
- ensure updates to Airworthiness Directives, Service Bulletins, etc. are distributed to workshops and work centres as appropriate if technical publication is put within the purview of the QMS
- review standard operating procedures, provide guidance, training and coaching to Quality Control Inspectors and conducts airworthiness related training when required

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. understand and implement Human Factors and Error Management with subordinates 2. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 3. understand, review and recommend policy changes of National Aviation Authority	4	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Training • Human Factors Training • NAA Airworthiness Training

	Regulation to organisation		
Communications	The ability to: 1. use effective communication at the workplace 2. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement 2. make effective presentations during audit meetings	3	• Interpersonal Soft Skills Training • Public Speaking Training • Supervisory Skills Training • Leadership Training • Customer Relationship Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. implement the Occupational Health and Safety Management System plan 2. apply Occupational Safety and Health principles	3	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level Training
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate	5	• Internal Human Resource Awareness Training or equivalent • Human Resource

	staff, review On-the-Job-Training programmes and competency-based assessments		Awareness Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of a team 3. understand advanced Human Resource requirements	4	• Corporate Management Training for the subject or equivalent • Change Management Training • Problem Solving Technique and Decision Making Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive idea	3	• Corporate Management Training for the subject or equivalent • Strategic thinking for Managers Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics , responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Awareness or equivalent • Ethics Compliance Awareness Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. ensure employee's adherence to correct concepts, principles and practical aspects of aircraft maintenance	6	• Work Area internship program • Part M and Part 145 Training
Operations and Productions	The ability to: 1. validate or manage the manufacturing processes in particular Part 21 Subpart G	6	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 subpart G Training
	The ability to: 1. review, validate and revise the concepts, principles and practical aspects of hangar/ workshop productions	7	• Work Area internship program
Productivity and Innovation	The ability to: 1. validate any inputs with regards to production productivity processes, basic concepts of innovation	6	• Work Area internship • Manpower and Efficiency Improvement for Managers Training
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. manage processes and principles of the quality functions throughout the organisation 2. manage and design the quality systems and its processes 3. carry out investigations of events when required 4. carry out root cause	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Training (equivalent to ICAO guidelines) • ISO 9001, 9110 or 9120 QMS Training • NAA Airworthiness Training

	analysis (RCA) during audits and investigation 5. apply ISO 9001, 9110 or 9120 Quality Management Systems to the audit requirements 6. conduct internal/external audits on quality management systems 7. apply NAA Part M, Part 21 or Part 145 requirements to the organisation's QMS		• Aircraft Type Training
Specialised Processes	The ability to: 1. review and revise the concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Work Area internship program • Specific Skilled Technical Training for that organisation's Specialised Process. e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. validate and execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of engineering practical experience with theory during maintenance	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Quality Engineer	Level: 6

Note: Some organisations may use the term Quality Inspector.

Job Description:

The Quality Engineer/Office (QE) carries out or implements the organisation's Quality Management System (QMS) and Safety Management System (SMS) to ensure compliance with the National Aviation Authority's (NAA) regulatory, airworthiness, safety and customers' requirements.

Responsibilities include :

- conduct internal and external quality, Environment, Health and Safety (EHS), Safety Management Systems (SMS) audits, and investigate work-induced events or defects
- ensure all compliance to repair work done on systems and components are in accordance with the original equipment manufacturer (OEM) and organisation's prescribed procedures and standards. All recorded non-conformances are tracked and rectified
- perform root cause analysis (RCA) and ensure that the corrective and preventive actions are implemented
- ensure updates to Airworthiness Directives, Service Bulletins, etc. are distributed to workshops and work centres as appropriate if technical publication is put within the purview of the QE
- review standard operating procedures, provide guidance, training and coaching to Quality Control Inspectors and conduct airworthiness related training when required
- may be authorised by the company to conduct technical and regulatory assessment for a Licenced Aircraft Engineer or approval holders
- carry out Mandatory Occurrence reporting (MOR) or In-Service Difficulty Report (ISDR) to the NAA
- act as liaison for the organisation for internal and external audits for NAAs or customers
- carry out audit, investigation and report writing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 2. understand and implement Human Factors and Error Management with subordinates 3. understand, review and recommend policy changes of National Aviation Authority Regulation to	4	• Air Legislation and Internal Company Procedures • Safety Management System (SMS) Training • NAA Airworthiness Training • Human Factors Training

	organisation		
Communications	The ability to: 1. use effective communication at the workplace 2. maintain workplace communication and stakeholders engagements	3	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication or equivalent as required • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. have external and interdepartmental engagement	3	• Interpersonal Soft Skills Training • Leadership Training • Public Speaking Training • Supervisory Skills Training • Customer Relationship Training • Conflict Management Training
Workplace Ethics Management	The ability to: 1. understand and commit to professional ethics, responsibilities and norms at the workplace	3	• Internal Organisation Ethics and Compliance Awareness or equivalent • Ethical Compliance Training
Health, Safety and Environment	The ability to: 1. develop a plan for Occupational Health and Safety Management System 2. apply Occupational Safety and Health principles 3. monitor, surveillance and apply occupational Safety and Health principles	3	• OSHA and HSE Awareness Training • Safety Management System Training

Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource Awareness Training or equivalent • Human Resource for Managers Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of a team	4	• Problem Solving Technique and Decision Making Training
	The ability to: 1. understand advanced Human Resource requirements	3	• Corporate Management Training for the subject or equivalent • Change Management Training • Programme Management Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and suggest constructive ideas	3	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Critical Thinking Training • Risk Management

			Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. ensure employee's adherence to correct concepts, principles and practical aspects of aircraft maintenance	6	• Work Area internship • Part M and Part 145 Training
Operations and Productions	The ability to: 1. validate or manage the manufacturing processes in particular Part 21 subpart G	6	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Training
	The ability to: 1. ensure adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	6	• Work Area internship
Productivity and Innovation	The ability to: 1. validate any inputs with regards to production productivity processes, basic concepts of innovation	6	• Work Area internship • Manpower and Efficiency Improvement for Managers Training
Project Management	The ability to: 1. monitor Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. conduct quality functions at maintenance and operations production	5	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation course (equivalent to ICAO guidelines) • ISO 9001, 9110 and 9120 QMS Training • NAA Airworthiness Course Training
	The ability to: 1. manage and design the quality systems and its processes 2. carry out investigations	7	

	of events when required 3. carry out root cause analysis (RCA) during audits and investigation 4. apply ISO 9001, 9110 or 9120 Quality Management Systems to the audit requirements 5. conduct internal/external audits on quality management systems 6. apply NAA Part M, Part 21 or Part 145 requirements to the organisation's QMS		• Aircraft Type Training
Specialised Processes	The ability to: 1. review and revise the concepts, principles and practical aspects of Specialised Processes during aircraft maintenance	6	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. validate and execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of engineering practical experience with theory during maintenance	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Senior Quality Engineer	Level: 6

Note: Some organisations may use the term Senior Quality Assurance Inspector.

Job Description:

The Senior Quality Engineer (SQE) carries out or implements the organisation's Quality Management System (QMS) and Safety Management System (SMS) to ensure compliance with the National Aviation Authority's (NAA) regulatory and customers' requirements. The SQE also supervises and leads direct reporting staff such as the Quality Engineer or QMS Engineer.

Responsibilities include:

- oversee audit scheduling, rostering, forward plans on manpower resources availability, implements budget controls and schedule for training
- conduct internal and external quality, Environment, Health and Safety (EHS) and Safety Management Systems (SMS) audits and investigate work-induced events or defects
- ensure all compliance to repair work done on systems and components are in accordance with the original equipment manufacturer (OEM) and organisation's prescribed procedures and standards. All recorded non-conformances are tracked and rectified
- perform root cause analysis (RCA) and ensure that the corrective and preventive actions are implemented
- ensure updates to Airworthiness Directives, Service Bulletins, etc. are distributed to workshops and work centres as appropriate if technical publication is put within the purview of the SQE
- review standard operating procedures, provide guidance, training and coaching to Quality Engineers, QMS Engineer and Quality Control Inspectors, conduct airworthiness related training when required
- may be authorised by the company to conduct technical and regulatory assessment for a Licenced Aircraft Engineer or approval holders
- carry out Mandatory Occurrence reporting (MOR) or In-Service Difficulty Report (ISDR) to the NAA
- act as liaison for the organisation for internal and external audits
- carry out audits, investigation and technical report writing

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures 2. understand, review and recommend policy changes of National Aviation Authority Regulation to organisation	4	• Air Legislation and Internal Company Procedures • NAA Airworthiness course and seminars • Safety Management System (SMS) Training

Communications	The ability to: 1. handle conflict between stakeholders and staff 2. manage effective communication at the workplace with subordinates 3. communicate in a timely manner information relevant to stakeholders	4	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Training or equivalent • High Impact Presentation Course • Effective Basic Report Writing
Interpersonal Skill	The ability to: 1. manage external and interdepartmental engagement 2. manage and supervise a quality team and be the decision maker	4	• Interpersonal Soft Skills Training • Leadership Training • Public Speaking Training • Supervisory Skills Training • Customer Relationship Training • Conflict Management Training
Workplace Ethics Management	The ability to: 1. understand workplace ethical practices and compliance	4	• Internal Organisation Ethics and Compliance Awareness Training or equivalent • Ethics Compliance Awareness Training
Health, Safety and Environment	The ability to: 1. develop an audit plan for Occupational Health and Safety Management System 2. monitor, surveil and apply Occupational Safety and Health principles	4	• OSHA and HSE Awareness Training • Safety Management System Awareness Training
Using Technology	The ability to: 1. perform data input and extraction using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level Training

Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Finance for Managers and Budget Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of a team	4	• Corporate Management Training for the subject or equivalent • Change Management Training • Programme Management Training • Problem Solving Technique and Decision Making Training
Strategic Thinking	The ability to: 1. contribute to business strategic planning and give constructive idea	4	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Critical Thinking Training • Risk Management Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. validate the correct usage of the concepts, principles and practical aspects of aircraft maintenance	7	• Work Area internship • Part M and Part 145 Training • Training that meets CAAM requirements stipulated in AN 1101
Manufacturing Processes	The ability to: 1. validate and audit manufacturing processes in particular Part 21 subpart G	7	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Training
Operations and Productions	The ability to: 1. review and validate the concepts, principles and practical aspects of hangar/workshop productions	7	• Work Area internship
Productivity and Innovation	The ability to: 1. encourage, manage and promote production productivity processes and concepts of innovation	7	• Work Area internship • Manpower and Efficiency Improvement for Managers Training
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. manage processes and principles of the quality functions throughout the organisation 2. manage and design the quality systems and its processes 3. carry out investigations of events when required 4. carry out root cause analysis (RCA) during	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • NAA Airworthiness Training • ISO 9001, 9110 or 9120 QMS Training • Aircraft Type Training

	audits and investigation 5. apply ISO 9001, 9110 or 9120 Quality Management Systems to the audit requirements 6. conduct internal/external audits on quality management systems 7. apply NAA Part M, Part 21 or Part 145 requirements to the organisation's QMS		
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. validate and Execute the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of engineering practical experience with theory during maintenance	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : NDT Manager Level 3	Level: 7

Job Description:

The NDT Manager Level 3 reports directly to the Accountable Manager (AM) and is responsible for the continuing compliance in CAAM AN52 AND EN4179 or NAS410 or equivalent. The individual must be a nominated post holder and accepted by the NAAs.

Responsibilities include:

- administer, manage and develop the NDT Services Section capabilities as per company and regulatory requirements
- review the NDT written procedures and practices covering training, qualification and certification of NDT personnel
- provide NDT consultancy whenever required by customers, the management and issuance on customer aircraft as assigned
- provide guidance in establishment of NDT facilities and capabilities to meet the company's requirement
- approve NDT techniques and procedures prepared by NDT Level II personnel including the written practice on the qualification of NDT personnel to the European Standard EN4179 (as revised), CAAM AN 52 and NAS 410
- prepare for audit and surveillance of the NDT facilities, procedures, records and personnel qualification to verify and assist in ensuring compliance to written procedures and regulatory requirements
- review audit report and ensure corrective actions taken on the Non-Conformance Reports (NCR)
- liaise with airworthiness authorities and customers with regards to NDT and to ensure all NDT methods used in NDT section are approved by either CAAM or NAA
- conduct training on NDT personnel as required
- conduct Level I and II examinations to European Standard EN 4179 (as revised), CAAM AN 52 and NAS 410 or other employer-based certifications
- maintain a list of NDT Level I and Level II personnel in the NDT Section
- ensure all NDT personnel undergo an annual vision check and maintain a record
- carry out all NDT tasks performed within the approved NDT Services Section capability
- undertake other tasks as assigned by Superior. Report status and file reports on assigned tasks to his office
- recommend and budget for acquisition of suitable equipment to perform NDT including calibration of tooling & equipment necessary for the maintenance of organisation customer aircrafts

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management regulations in aviation context 2. interpret, review, verify and apply Principles of the National Aviation Authority Aviation Legislation with the company procedures 3. understand, review and verify National Aviation Authority Regulation Requirements 4. understand aerospace NDT requirement in accordance with NAA EN4179/NAS410 or equivalent 5. develop NDT techniques and procedures to be used by subordinates by having thorough knowledge of materials, components, product technologies	5	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • NDT Level 3 Certification – Basic • NDT Level 3 Certification – Method • Human Factor Training
Communications	The ability to: 1. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels	5	• Effective Corporate Communication Training or equivalent as required • Technical Report Writing • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Conflict Management Training • Negotiation Skill Training
Health, Safety and Environment	The ability to: 1. promote and inculcate	5	• OSHA and HSE Awareness Training

	safe practices/safety culture among the staff in the organisation 2. lead and oversee OSHA principles throughout the organisation 3. lead, surveil and apply occupational Safety and Health principles		• Safety Management System Awareness Training • Industrial Safety Awareness Training • Chemical Safety Training • Working at Height & Confined Space Training
Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software intermediate level • Information Technology Awareness Training
Human Resources & Management Skills	The ability to: 1. assess competency, appraise and evaluate staff, review On-the-Job-Training programmes and competency-based assessments	5	• Internal Human Resource Awareness Training or equivalent • Managing Employee Performance Training • Planning & Organising Skill Training • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training
	The ability to: 1. demonstrate an ability to adapt and manage changes in the work environment by working with others to produce the best solutions 2. develop a Working Team and be part of a team 3. understand and adhere to Human Resource requirements	4	• Corporate Management Training for the subject or equivalent

Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	4	• Corporate Management Training for the subject or equivalent • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness or equivalent

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. manage, regulate and establish the correct use of the application of NDT concepts, principles and practical aspects of aircraft/component maintenance	8	• Work Area internship • Part M and Part 145 Training • NDT Level 3 Basic • NDT Level 3 Method Certification
Aircraft / Component Maintenance	The ability to: 1. manage and review correct service maintenance processes in particular Part 145, EN4179, NDT product manual	6	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • NDT Level 3 Basic • NDT Level 3 Method Certification • NDT Level 2 Method Certification
Operations and Productions	The ability to: 1. review, validate and revise the concepts, principles and practical aspects of hangar/workshop productions	8	• Internal Company Procedures Training
Productivity and Innovation	The ability to: 1. encourage, manage and promote production productivity processes and concepts of innovation	7	• Work Area internship
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily operations	6	• Fundamentals of Project Management
Quality	The ability to: 1. conduct NDT audit internally 2. conduct NDT annual assessment each NDT	7	• Internal Company Procedures Training • Part M and Part 145 Training

	Inspector/ Engineer 3. implement Quality Management System functions in order to support internal and external audits		
Specialised Processes	The ability to: 1. review and approve the recommendations for Specialised Processes during aircraft maintenance	8	• Work Area internship
Technical and NDT Fundamental	The ability to: 1. Review, validate and approve the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to NDT application process 2. Review recommendation and approve development of NDT technique and NDT written practice in accordance with applicable airworthiness requirements, showing the compliance with NAA requirements	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements; Or • NDT Level 3 Certification • University Degree in Engineering or equivalent

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Quality Manager	Level: 7

Job Description:

The Quality Manager (QM) heads the Quality Department and reports directly to the Accountable Manager (AM). A Nominated Post Holder for quality acceptable and accepted by the National Aviation Authority (NAA). The QM is responsible to report all issues relating to quality to the AM and NAA and become the focal point for the organisation with the NAAs.

Responsibilities include:

- head quality assurance department of the organisation and ensure that the company procedures and personnel technical qualification meets National Aviation Authority's (NAA) regulatory requirements
- become the nominated post holder (NPH) by the NAA that has direct access to the organisation's Accountable Manager
- ensure compliance to the organisation/repair station's quality system, compile and administer the Maintenance Organisation Exposition (MOE), Safety Management System (SMS) and training manual (as applicable), and make reference to the NAA regulatory requirements
- work closely with all stakeholders and cross functional departments to meet regulatory and customer requirements. The QM is also part of the organisation's senior management team in establishing business strategies to support long-term developments/demands
- review and advise on the feasibility of new technologies to achieve process efficiency, reliability and productivity in order to drive continuous improvement
- plan and justify the departmental annual budgets and expenditure to ensure that adequate resources are available for the Quality Team to perform their tasks
- encourage innovation and strategic thinking for efficiency improvements and cost reduction in productions while adhering to the regulatory and safety requirements
- become the central focal point for NAA liaison for the organisation
- ensure all airworthiness and safety requirements are met by the organisation and staff
- ensure all OEM requirements are met during maintenance for all aircraft and component
- maintain a good working relationship with the NAAs   .

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. revise human factors and basic error management regulations in aviation context 2. interpret, review, verify and apply Principles of the National Aviation Authority Aviation Legislation with the company procedures 3. engage National Aviation	5	- Air Legislation and Internal Company Procedures - Experimental On-the-Job-Training (OJT) in the Quality Department - NAA Airworthiness training and seminar - Safety Management System (SMS) Training - Human Factors Training

	Authority on aviation legislation principles and requirements in particular when there are potential gaps on the requirements 4. understand, review and verify National Aviation Authority Regulation Requirements		
Communications	The ability to: 1. lead effective communication at the workplace with subordinates 2. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels 3. communicate in a timely manner information relevant to stakeholders	5	• SPM Credit or as per Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Effective Communication Management Skills Training or equivalent • Customer Relationship Training • Technical Report Writing • High Impact Presentation Course
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Public Speaking Skills Training • Conflict Management Training
Health, Safety and Environment	The ability to: 1. lead and oversee a Occupational Health and Safety Management System 2. lead and oversee OSHA principles throughout the organisation 3. lead, surveil and apply occupational Safety and Health principles	5	• OSHA and HSE Awareness Training • Safety Management System Awareness Training

Using Technology	The ability to: 1. perform data input, extraction, review and analysis using Microsoft Office spreadsheet tools or equivalent	4	• Microsoft Office or equivalent software Intermediate Level Training
Human Resources & Management Skills	The ability to: 1. influence and lead changes in the work environment by implementing new business directions, collaborations, procedures or policies 2. assess competency, appraise and evaluate staff, review On-the Job-Training programmes and competency-based assessments 3. implement a Working Team culture and lead teams 4. understand and adhere to Human Resource requirements	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training • Finance for Managers and Budgeting Training • Leadership Training • Corporate Management Training for the subject or equivalent • Programme Management Training • Change Management Training
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	5	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training • Critical Thinking Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Training or equivalent • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. manage, regulate and establish the correct use of the concepts, principles and practical aspects of aircraft maintenance	8	• Work Area internship • Part M and Part 145 Training • Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements
Operations and Productions	The ability to: 1. challenge, revise and validate the recommendations for the manufacturing processes in particular Part 21 Subpart G	8	• Training that meets CAAM requirements stipulated in AN in aviation manufacturing process • Part 21 Subpart G Training
	The ability to: 1. review, validate and revise the concepts, principles and practical aspects of hangar/ workshop productions		• Work Area internship
Productivity and Innovation	The ability to: 1. develop, administer and revise the concepts of production, productivity processes, basic concepts of innovation 2. lead and improve productivity and efficiency of the organisation 3. lead, promote and encourage innovations among the staff in the organisation 4. plan, formulate and control the budget and it's expenditure	8	• Manpower and Productivity Improvement Courses • Organisation and Innovation Management Courses • Finance for Managers Training
Project Management	The ability to: 1. encourage and promote Project Management principles in the daily	6	• Fundamentals of Project Management

	operations		
Quality	The ability to: 1. develop and ensure adherence of quality management functions throughout the organisation 2. review and approve quality system and its processes 3. review and approve investigations of events when required 4. Review and approve cause analysis (RCA) during audits and investigation 5. monitor adherence of ISO 9001, 9110 or 9120 Quality Management Systems to the audit requirements 6. organise and review internal/external audits on quality management systems 7. monitor adherence of NAA Part M, Part 21 or Part 145 requirements to the organisation's QMS	8	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • NAA Airworthiness Course Training • ISO 9001, 9110 and 9120 QMS Training
Specialised Processes	The ability to: 1. review and approve the recommendations for Specialised Processes during aircraft maintenance	8	• Work Area internship • Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. monitor and review application of	6	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance

	engineering practical experience with theory during maintenance		or equivalent Or - Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Head of Operation	Level: 8

Job Description:

The Head of Operation leads and oversees the operation of his/her division ensuring all maintenance activities such as assembly, disassembly, functional test of the systems and components are performed in accordance with Original Equipment Manufacturer (OEMs) technical manuals, organisational and regulatory requirements.

Responsibilities include:

- ensure that all warranty claims are investigated, validated and followed up as deemed necessary
- manage regular technical coordination meetings with operators to keep abreast of work scope requirements
- develop and oversee continuous improvement processes
- report and highlight to Accountable Manager on any issues or operational risks matters

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. review and revise human factors and basic error management in aviation context 2. regulate Basic Regulation Requirements in the organisation (e.g. including but not limited to MCAR 2016, CAAM Airworthiness Notices, EASA & FAA) 3. interpret, review Air Legislation and revise Company Procedures	5	• Malaysian Civil Aviation Regulations (MCAR) 2016 • Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notices (AN6501) • EASA & FAA Regulations • Air Legislation and Company Procedures • Undergone Company Assessment (MRO Part 145.7 and CAAM AN6501 Para 7.3) • Human Factors Awareness Training
Communications	The ability to: 1. resolve any conflicts between stakeholders and staff 2. lead workplace communication and engagements 3. impart organisation's interests to staff	5	• Civil Aviation Authority of Malaysia Airworthiness Guidance (AG) 1101 • Conflict Management Training • Effective Communication Training or equivalent as required

Interpersonal Skill	The ability to: 1. lead external and inter departmental engagement	5	• Interpersonal Soft Skills Training • Leadership and Management Training
Health, Safety and Environment	The ability to: 1. review and decide the Compliance Plan for Safety, Health, Security and Environment compliance (SHSE), OSHA, SMS, ISO, Environmental Act 2. approve and administer Occupational Safety and Health principles	4	• Safety Management System Awareness Training OSHA and HSE Awareness Training • Industrial Safety, Chemical Safety, Safety Awareness, Working at Height & Confined Space Training
Using Technology	The ability to: 1. utilise Information Technology tools and techniques throughout the organisation	4	• Information System Awareness Training • Information Technology Awareness Training • Industry Technologies Awareness Training
Human Resources & Management Skills	The ability to: 1. lead and oversee Human Resource system to meet organisation requirements 2. lead and develop a system to assess competency, appraisal and evaluation of staff, review On-the-Job-Training programmes and competency-based assessments 3. develop and design a performance-based reward system in relation to performance and productivity 4. implement a Working Team culture and lead teams	5	• Internal Human Resource Awareness Training or equivalent • Performance Management System (PMS) or Personal Competency Assessment (PCA) Training

Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system 2. develop and review Organisational Analysis and implement improvements 3. drive and achieve organisational targets	5	• Corporate Management Training for the Strategic Thinking or equivalent • Strategic Planning and Implementation Training • Risk Management Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or equivalent
Organisation Results	The ability to: 1. monitor Organisational Performance and develop Reward Strategies to lead achievement of results	5	• Post Graduate / Degree in Business Management Studies or equivalent • Finance for Non-Finance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. develop, administer and revise aircraft and component maintenance process within the work scope of organisation	8	Approved training on: • CAAM Part M and Part 145 - detailed understanding • Acquired work experience through engagement in aviation MRO industry in the discipline of Quality, Operations, Technical, Planning, Operation Support, Workshop or Training
Operations and Productions	The ability to: 1. validate the concepts, principles and practical aspects workshop productions	7	• Familiarisation training or experimental training relevant to work scope
Productivity and Innovation	The ability to: 1. establish productivity processes and implement initiatives of innovation and improvement 2. ensure high productivity and performance, efficient utilisation of manpower and avoid or minimise wastage	7	• Familiarisation training or experimental training relevant to work scope
Project Management	The ability to: 1. regulate the usage Project Management methodology and culture in the daily operations	7	• Fundamentals of Project Management
Quality	The ability to: 1. understand, lead, challenge the audit team, execute and perform quality functions throughout the organisation	7	• Internal Company Procedures Training • ISO Lead Auditor Training • Incident/Accident Investigation Course (equivalent to ICAO guidelines) • ISO 9001 QMS Training
Specialised	The ability to:	6	• Familiarisation training

Processes	1. understand the concepts and validate principles and practical aspects of Specialised Processes during aircraft maintenance		or experimental training relevant to work scope
Technical and Engineering Fundamentals	The ability to: 1. understand concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes 2. lead work team to comply Aviation Quality Standards and Airworthiness Regulatory Requirements	8	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent Or • Has Obtained CAAM Aircraft Maintenance Engineers' Licence B1 or B2 or Cat C

Division : Maintenance, Repair and Overhaul (MRO)	
Stream : Quality (PART 145)	
Job Title : Accountable Manager	Level: 8

Job Description:

The Accountable Manager (AM) heads the MRO and has corporate authority, financial and budget control over the organisation. The ACM needs to ensure that the necessary resources in respect of finance, manpower resources and facilities are available to enable the company to perform the maintenance. Nominated Accountable Manager (AM) is acceptable and accepted by the National Aviation authority (NAA).

Responsibilities include:

- as National Aviation Authority (NAA) Post Holder for Part M, Part 21 or Part 145 organisation
- responsible to the NAA for all work, management planning and decisions based on the Part M, Part 21 or Part 145 organisation approval.
- hold corporate authority for ensuring that all airworthiness requirements and activities can be financed and performed in accordance with the said requirements stated in the organisation
- responsible for the safe and efficient running of the organisation, to ascertain continuing airworthiness management of its customers or stakeholders
- ensure that all airworthiness requirements and activities can be carried out to the standard required set out by the NAAs
- provide access for its internal and external auditors to the relevant parts of the organisation during audits or visits
- evaluate the results of audits with the Quality Manager and the relevant departments and implement required actions accordingly
- meet NAA officials and have opening meetings during scheduled audits or have frequent engagements to build a good working relationship
- promote safe maintenance practices, a safety reporting and a 'no blame' culture
- implement Safety Management System (SMS), CAAM Airworthiness Notice 2101

SKILL CATEGORY	GENERAL AND BEHAVIOR SKILLS	COMPETENCY	REQUIRED TRAINING
Legislation and Regulation	The ability to: 1. interpret & review Principles of the National Aviation Authority Aviation Legislation to the Company Procedures	4	• Air Legislation and Internal Company Procedures • Safety Management System Awareness Training • Human Factors Training
	The ability to: 1. revise human factors and basic error management regulations in aviation context	5	

Communications	The ability to: 1. motivate and encourage subordinates through effective communication 2. impart organisation's interests to staff 3. lead effective communication at the workplace with subordinates 4. lead workplace communication through the implementation of communication strategies and mechanisms throughout different organisation levels 5. communicate in a timely manner on information relevant to stakeholders	5	• Effective Corporate Communication Training or equivalent • Public Speaking Training • Conflict Management Training • Customer relationship Training
Interpersonal Skill	The ability to: 1. lead external and interdepartmental engagement	5	• Interpersonal Soft Skills Training • Supervisory Skills Training • Leadership Training
Health, Safety and Environment	The ability to: 1. promote and inculcate safe practices/safety culture among the staff in the organisation 2. lead and oversee a Occupational Health and Safety Management System 3. lead and oversee OSHA principles throughout the organisation 4. promote safe practices/safety culture among the staff in the organisation	5	• OSHA and HSE Awareness Training
Using Technology	The ability to: 1. perform data input, extraction, review and	4	• Microsoft Office or equivalent software Intermediate Level Training

	analysis using Microsoft Office spreadsheet tools or equivalent		
Human Resources & Management Skills	The ability to: 1. influence and lead changes in the work environment by implementing new business directions, collaborations, procedures or policies 2. lead and develop a system to assess competency, appraisal and evaluation of staff, review On-the-Job-Training programmes and competency-based assessments 3. implement a Working Team culture and lead teams 4. formulate and update status of Human Resource requirements from time to time	5	• Internal Human Resource Awareness Training or equivalent • Corporate Management Training for the subject or equivalent • Programme Management Training • Change Management Training
Finance	The ability to: 1. allocate and control the budget and its expenditure	5	• Corporate Management Training for the subject or equivalent • Finance for Managers Training
Strategic Thinking	The ability to: 1. develop, lead and implement business strategy and planning system	5	• Corporate Management Training for the subject or equivalent • Strategic Thinking for Managers Training
Workplace Ethics Management	The ability to: 1. show leadership in creating and overseeing policies for ethical practises at the organisation level	5	• Internal Organisation Ethics and Compliance Awareness Training or equivalent • Ethical Compliance Training

SKILL CATEGORY	TECHNICAL SKILLS	COMPETENCY	REQUIRED TRAINING
Maintenance	The ability to: 1. monitor correct usage of the concepts, principles and practical aspects of aircraft maintenance	5	• Fundamental awareness of the subject • Part M and Part 145 Awareness Training
Operations and Productions	The ability to: 1. ensure employee's adherence to correct organisation's manufacturing processes in particular Part 21 Subpart G	5	• Fundamental awareness of the subject • Part 21 Subpart G Awareness Training
	The ability to: 1. monitor adherence to the correct concepts, principles and practical aspects of hangar/ workshop productions	5	• Fundamental awareness on the subject
Productivity and Innovation	The ability to: 1. develop, administer and revise the concepts of production, productivity processes, basic concepts of innovation 2. lead and improve productivity and efficiency of the organisation 3. lead, promote and encourage innovations among the staff in the organisation plan, formulate and control the budget and its expenditure	8	• Manpower and Productivity Improvement Courses • Organisation and Innovation Management Courses • Finance for Managers Training
Project Management	The ability to: 1. regulate the usage of Project Management principles in the daily operations	8	• Fundamentals of Project Management

Quality	The ability to: 1. monitor the quality functions throughout the organisation	6	• Internal Company Procedures Awareness Training • Fundamental awareness of the subject • Part M, Part 21 or Part 145 Awareness Training • ISO 9001 QMS Awareness Training • Air Legislation Training
Specialised Processes	The ability to: 1. monitor the principles and practical aspects of the organisation's Specialised Processes during aircraft maintenance	5	• Specific Skilled Technical Training for that organisation's Specialised Process e.g. welding process, etc.
Technical and Engineering Fundamentals	The ability to: 1. manage the correct usage of concepts, principles and practical aspects of engineering basics, physics and chemistry in relation to engineering processes	5	• Meeting Civil Aviation Authority of Malaysia (CAAM) Airworthiness Notice (AN) 1101 Training Requirements Or • University Degree in Aerospace, Aviation, Aircraft Maintenance or equivalent

1. AG - CIVIL AVIATION AUTHORITY OF MALAYSIA AIRWORTHINESS GUIDANCE

2. AM - ACCOUNTABLE MANAGER

3. AN - AIRWORTHINESS NOTICE

4. AMM - AIRCRAFT MAINTENANCE MANUAL

5. AOG - AIRCRAFT ON GROUND

6. ARR - AIRWORTHINESS REVIEW REPORT

7. ARS - AIRWORTHINESS REVIEW STAFF

8. ATO - APPROVED TRAINING ORGANIZATION

9. CAAM - CIVIL AVIATION AUTHORITY OF MALAYSIA

10. CAMO - CONTINUING AIRWORTHINESS MANAGEMENT ORGANISATION

11. CRO - CLIENT REQUEST ORDER

12. EASA - EUROPEAN AVIATION SAFETY AGENCY

13. FAA - FEDERAL AVIATION ADMINISTRATION

14. HR - HUMAN RESOURCE

15. HSE - HEALTH, SAFETY & ENVIRONMENT

16. ICAO - INTERNATIONAL CIVIL AVIATION ORGANIZATION

17. ISDR - IN-SERVICE DEFICIENCY REPORT

18. ISO - INTERNATIONAL STANDARDS ORGANIZATION

19. MCAR - MALAYSIAN CIVIL AVIATION REGULATION

20. MCC/MOC - MAINTENANCE CONTROL CENTRE / MAINTENANCE OPERATIONS CENTRE

21. MOA - MILITARY OPERATIONS AREA

22. MOE - MAINTENANCE ORGANIZATION EXPOSITION

23. MOR - MANDATORY OCCURRENCE REPORTING

24. MRO - MAINTENANCE, REPAIR & OVERHAUL

25. NAA - NATIONAL AVIATION AUTHORITY

26. NCR - NON-CONFORMANCE REPORT

27. NDT - NON-DESTRUCTIVE TESTING

28. NPH - NOMINATED POSY HOLDER

29. OEM - ORIGINAL EQUIPMENT MANUFACTURER

30. OJT - ON-THE-JOB

31. OSHA - OCCUPATIONAL SAFETY AND HEALTH ADMINISTRATION

32. PCA - PERSONAL COMPETENCY ASSESSMENT

33. PMP - PROJECT MANAGEMENT PROFESSIONAL

34. PRINCE2 - PROJECTS IN CONTROLLED ENVIRONMENTS

35. QA - QUALITY ASSURANCE

36. QE - QUALITY ENGINEER

37. QM - QUALITY MANAGER

38. QMS - QUALITY MANAGEMENT SYSTEM

39. RCA - ROOT CAUSE ANALYSIS

40. SHSE - SAFETY, HEALTH, SECURITY & ENVIRONMENT

41. SMS - SAFETY MANAGEMENT SYSTEM

42. SP - SENIOR PLANNER

43. SQE - SENIOR QUALITY ENGINEER

44. SRM - STRUCTURAL REPAIR MANUAL

45. TMT - TRAINEE MAINTENANCE TECHNICIAN

46. TSE - TECHNICAL SERVICES ENGINEER

1. Aviation Benefits Beyond Borders, 2018, Air Transport Action Group (ATAG)

2. Critical Occupations List 2018/2019 Report, 2019, Ministry of Human Resources

3. HRD Corp Internal Data Year 2019

4. National Competency Standard, 2015, Department of Skills Development (DSD) Occupational Framework Aerospace Industry, 2017, Department of Skills Development (DSD) and National Aerospace Industry Coordinating Office (NAICO)

5. Waypoint Report: Malaysian Aviation Industry Outlook" Report on March 2020 by the Malaysian Aviation Commission (MAVCOM)

6. Effective 1st April 2021, the Civil Aviation Authority of Malaysia had introduced and migrated several Airworthiness Notices (AN) or Airworthiness Guides (AG) to Civil Aviation Directives (CAD) or Civil Aviation Guidance Materials (CAGM). Whilst reading this document, the following links will assist in making this cross references between the regulations:

   - https://www.caam.gov.my/legislation-regulations/airworthiness/
   - https://www.caam.gov.my/legislation-regulations/general/safety-information/?std