

ICAO Instructor Competency Framework

Units and Competency Elements	Performance Criteria
1. Unit 1 – Preparation of Training Facility	<i>The competent instructor must ensure that the training environment is conducive to effective learning. The training environment includes facilities, equipment and instructional materials.</i>
1.1 Ensures facilities and equipment are adequate for the course.	<ul style="list-style-type: none"> a) Ensures that the facilities are reserved and are adequate to comply with the objectives of the course. b) Ensures that the available physical space is adequate for learning. c) Ensures that the environment and the existing conditions are adequate for the objectives of the course. d) Ensures the equipment is adequate and ready for use.
2. Unit 2 – Management of Trainees	<i>The competent instructor must ensure that the training is adapted to the trainees and their needs.</i>
2.1 Understands the trainees	<ul style="list-style-type: none"> a) Identifies and shows knowledge of the trainees’ characteristics (experience, language, culture). b) Talks about the training needs. c) Shows knowledge of the different learning styles. d) When authorized, adapts the training methods and materials to the needs of the trainees.
2.2 Trains the trainees	<ul style="list-style-type: none"> a) Shows knowledge of any indicators that measure the readiness of the trainees for the course (as possible). b) Is flexible and provides support to the development and needs of the trainees. c) Generates a relationship of cooperation with the trainees. d) Creates and maintains motivation between the trainees and the topic of the course.
2.3 Uses an effective training strategy	<ul style="list-style-type: none"> a) Quickly evaluates the average level of the group and reviews the training strategies. b) Encourages participation in-group discussions. c) Poses questions to the entire group. d) Poses individual questions. e) Poses questions of a variety of knowledge levels.
3. Unit 3 – Delivery of the Course	<i>The competent instructor must provide variety in the training methods as required by the trainees.</i>
3.1 Establishes and maintains credibility	<ul style="list-style-type: none"> a) Displays exemplary role of model behaviour (meaning, the expected behaviour in the technical role of the course in accordance to competencies and the corresponding Skills, Knowledge and Attitudes (S/K/A)). b) Shows respect for specific organizational characteristics (procedures, dress code, personal image, acceptable personal behavior, etc.). c) Complies with the established legal and ethical standards. d) Establishes and maintains an environment of respect.

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3.2 Shows affective presentation skills	<ul style="list-style-type: none"> a) Stimulates and sustains the interest of the trainees. b) Maintains the sequence of training materials in the appropriate way. c) Uses voice effectively. d) Uses eye contact effectively. e) Uses gestures, silences and body language effectively. f) Uses work aids effectively. g) Shows effective questioning skills. h) Provides effective feedback, answers questions from the participants, and improves the delivery by incorporating relevant experience and / or examples. i) Presents an effective introduction, states the objective(s) presents a plan, provides a clear explanation of the different steps, and presents an effective summary.
3.3 Provides an effective training delivery	<ul style="list-style-type: none"> a) Communicates effectively both verbally and non-verbally. b) Listens actively and reads nonverbal messages correctly. c) Asks appropriate questions to promote learning or to confirm understanding. d) Provides opportunities for trainees to ask questions, treats wrong answers in a positive way. e) Uses a variety of questions (expository, inductive, rhetorical, troubleshooting), employs various interrogation techniques, manages course participation. f) Maintains trainee discussions within the topics of the course by starting them, concluding them, monitoring and controlling them. g) Answers questions clear and adequately. h) Generates content by questioning, redirecting, balancing participation, etc. i) Maintains debates focused on key topics. j) Provides instruction regularly confirming the understanding by paraphrasing, summarizing, etc., links training activities, summarizes key points and activities related to the course objectives. k) Uses appropriate communication skills (listens, does not interrupt the other party, clarity in the interventions prevents conflicts from arising). l) Establishes clear goals and clarifies the roles in the training or evaluation performed.
3.4 Creates and maintains realism	<ul style="list-style-type: none"> a) Ensures realism in the script options provided and shared examples. b) Links the content with case studies and professional experience. c) Provides clarification and feedback.

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3.5 Manages time	<ul style="list-style-type: none"> a) Assigns activities the appropriate time. b) Adjusts the allotted time for activities to ensure accomplishing the objectives. c) Implements contingency plans for situations in which the activities should be eliminated, reduced or replaced.
4. Unit 4 – Perform Trainee Evaluation	<i>The competent instructor must appropriately, objectively and correctly evaluate the trainees.</i>
4.1 Uses the evaluation methods	<ul style="list-style-type: none"> a) Selects the events and activities with which he/she will evaluate the performance of the trainees. b) Clarifies the regulations of the evaluation procedure to the trainees. c) Communicates to the trainees the criteria that will be implemented during the performance evaluation.
4.2 Monitors the performance of trainees during the class sessions	<ul style="list-style-type: none"> a) Observes behaviours b) Interprets the observed behaviours and comments on them adequately. c) Allows trainees to correct themselves at the opportune moment. d) Identifies individual differences in learning styles and adjusts the course strategy whenever possible.
4.3 Makes objective evaluations	<ul style="list-style-type: none"> a) Compares performance results of the trainees with the established objectives. b) Applies performance standards fairly and consistently. c) Observes and encourages self-performance evaluation with regard to the established performance standard. d) Makes decisions based on task results.
4.4 Provides feedback that is both understandable and usable	<ul style="list-style-type: none"> a) Ensures that trainees understand the entire feedback and assessment. b) Applies adequate corrective measures. c) Uses facilitation techniques when deemed appropriate in each different case. d) Provides positive reinforcement. e) Encourages mutual support. f) Creates and proposes how to reach an agreement about plans for improvement or rehabilitation.

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4.5 Creates training and evaluation reports	<ul style="list-style-type: none"> a) Keeps performance records and training reports in an adequate manner. b) Reports clearly and accurately about the performance of trainees using only observed behaviours, which reflect Knowledge, Skills and Attitudes. c) Follows up on corrective actions. d) Informs trainees about known training opportunities within the Training System with the intention of improving the process. e) Respects confidentiality.
5. Unit 5 – Perform Course Evaluation	<i>The competent instructor must evaluate the effectiveness of the training system.</i>
5.1 Evaluates the effectiveness of the course or course stage	<ul style="list-style-type: none"> a) Evaluates the feedback of the trainees in the training process. b) Evaluates the trainees’ mastery of the end of course objectives. c) Evaluates the effect that the facilities have on the performance of the trainees. d) Evaluates the effect of the equipment on the performance of the trainees. e) Evaluates the effect of the training materials on the performance of the trainees. f) Evaluates the effect of the program schedule on the performance of the trainees.
5.2 Present information about course evaluation	<ul style="list-style-type: none"> a) Identifies strengths and weaknesses of the training course. b) Identifies the barriers for knowledge transfer and learning. c) Makes recommendations for the improvement of the course design, content, exercises, etc. d) Makes recommendations for the improvement of the course documentation. e) Makes recommendations for the improvement of tools and training facilities. f) Shares information with other instructors and directors.
6. Unit 6 – Ongoing performance improvement	<i>The competent instructor must show a positive and proactive attitude to improve his/her performance.</i>



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6.1 Self-evaluates the effectiveness of his/her role as instructor.	a) Evaluates his/her communicative skills. b) Evaluates his/her skills as presenter. c) Evaluates his/her skills as facilitator. d) Evaluates his/her skills in the use of training tools. e) Evaluates his/her skills for using training materials. f) Evaluates his/her skills as trainee's evaluator. g) Evaluates his/her performance as instructor and learns from the results.
6.2 Evaluates the effectiveness	a) Encourages and accepts feedback about performance as instructor. b) Actively seeks for feedback about the course from trainees and colleagues.
6.3 Maintains personal development	a) Maintains the required qualifications. b) Makes an effort to increase and maintain knowledge and skills up to date. c) Displays ongoing improvements of competencies as instructor.