CIVIL AVIATION AGENCY

No. 03-17061 dated 30.12.2025

POLICY FOR TRAINING, PROFESSIONAL DEVELOPMENT AND CAREER DEVELOPMENT OF EMPLOYEES OF THE CIVIL AVIATION AGENCY

AGENCY DETERMINATION

The Civil Aviation Agency recognizes investment in human capital as an essential element for ensuring institutional capability in civil aviation.

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1. PURPOSE AND SCOPE OF THE TRAINING POLICY

The Civil Aviation Agency (CAA) recognizes that training, professional development and continuous career development of its employees enable the achievement of a high level of expertise, competence, professionalism and institutional effectiveness in the performance of its legal, regulatory and oversight responsibilities.

In the context of continuous changes in aviation regulations, technological development and increased requirements for maintaining a high level of safety and security in civil aviation, the Agency is strongly committed to establishing a sustainable system for managing the training and professional development of its employees.

The primary purpose of this Policy is to establish a single institutional framework for planning, organizing, implementing, monitoring, evaluating and recording training and professional development activities for employees, in order to ensure an appropriate level of competence for the performance of their duties and responsibilities.

Through the establishment of clear rules and procedures, the Agency aims to ensure the continuous development of knowledge, skills and competencies that directly contribute to achieving strategic objectives, strengthening institutional capacity, and meeting and maintaining civil aviation safety and security standards.

The Policy establishes the basis for a competency-based approach to human resources management, whereby employee professional development is a continuous process that starts with employment through initial training and on-the-job training and continues through periodic, specialized and advanced training.

This Policy ensures compliance with national legislation, the Standards and Recommended Practices of the International Civil Aviation Organization (ICAO), including the approach to personnel qualifications and training established in ICAO Doc 9868 (PANS-TRG) and Annex 1, the relevant European Union regulatory provisions and the requirements of the European Union Aviation Safety Agency (EASA), as well as other relevant international standards and recommended practices in the field of civil aviation.

The CAA considers training not only as a legal and regulatory obligation, but also as a strategic investment in human capital, enabling continuous improvement of individual and organizational performance, strengthening leadership capacities and preserving institutional knowledge.

2. SCOPE OF APPLICATION

2.1 General Provisions

This Policy for Training and Employee Development applies to all organizational units, organizational levels and categories of employees within the Civil Aviation Agency.

The Policy establishes uniform principles, rules and procedures for planning, organizing, implementing, monitoring, evaluating and recording training and professional development activities, with the aim of ensuring a harmonized and systematic approach to employee competency management. The provisions of this Policy are mandatory for all employees and organizational units of the Agency and shall be applied in accordance with their individual authorities and responsibilities and professional development needs. Managers are responsible for identifying the required training of personnel within the organizational units under their responsibility, while each employee is responsible for actively contributing to the development of their own competencies.

The application of the Policy covers all activities related to human resources development, regardless of the location where training is delivered or the source of funding. Accordingly, the Policy covers training financed from the Agency's budget, training provided under national or international projects and technical assistance programmes, as well as training received through donations, grants and similar sources.

2.2 Scope of the Policy

The Policy covers employees of the Civil Aviation Agency, including:

- Managers of organizational units;
- Aviation inspectors and other technical personnel;
- Administrative personnel;
- Persons engaged on the basis of contracts; and
- Trainees, interns and other persons temporarily performing activities within the Agency.

2.3 Types of Activities Covered by the Policy

The Policy applies to all forms of training and professional development, including:

- Initial training;
- On-the-Job Training (OJT);
- Recurrent training;
- Specialized and advanced training;
- Training for the acquisition, maintenance and renewal of authorizations, licences and certificates;
- Internal training;
- External training;
- Online and hybrid learning;
- Conferences, study visits, seminars, symposia and professional workshops;
- Mentoring and knowledge-transfer programmes;
- Leadership, management and organizational development activities.

3. DEFINITIONS

For the purposes of this Policy, the terms listed below shall have the following meaning:

Term	Definition
Training	A planned, organized and structured process of acquiring, upgrading and maintaining the knowledge, skills and competencies required for the successful performance of duties and responsibilities.
Professional Development	A continuous process of professional development enabling the maintenance and improvement of professional knowledge, abilities and competencies in accordance with professional standards and the development of the aviation sector.
Competency	A demonstrated ability to apply knowledge, skills, abilities and professional behaviours required for the successful performance of specific duties and responsibilities.
Competency Management	A systematic process of identifying, developing, maintaining and assessing the competencies required to achieve the organizational objectives and legal responsibilities of the Agency.
Training Needs Analysis	A structured process through which gaps between existing and required competencies are identified and training and professional development priorities are established.
Initial Training	Training provided immediately before or after a person commences employment, for the purpose of acquiring the basic knowledge and competencies required to perform the assigned duties.
On-the-Job Training (OJT)	A practical, structured and supervised form of training carried out directly at the workplace under the guidance of an authorized instructor, involving the practical application of theoretical knowledge and achievement of the prescribed level of operational competence before independent performance of duties. It is documented through an individual plan and competency checklist, and successful completion is confirmed through a formal assessment.
Recurrent Training	Training provided at established intervals for the purpose of maintaining, reinforcing and updating existing knowledge and competencies.
Specialized Training	Training aimed at acquiring or deepening specific knowledge and skills related to a particular professional or technical field.
Individual Development Plan	A document defining an employee's individual professional development needs, planned training and expected results from its implementation.
Training Matrix	A systematic overview of mandatory, recommended and specialized training associated with specific positions, functions or categories of employees.
Knowledge Management	A systematic process of creating, sharing, preserving and using institutional knowledge and good practices.
Mentoring	A structured process of professional support and transfer of knowledge, experience and good practices from a more experienced employee to a less experienced employee.
Evaluation	A process of assessing the quality, effectiveness and impact of training on competency development and job performance.
Aviation Inspectors and Other Technical Personnel	CAA aviation inspectors and other technical personnel whose duties directly relate to oversight, certification, inspection and other regulatory activities, aviation safety and security, air traffic management and other regulatory functions.

4. KEY PRINCIPLES OF TRAINING AND EMPLOYEE DEVELOPMENT

The training and professional development system for employees of the Civil Aviation Agency shall be based on the principles of consistency, transparency and effectiveness in managing employee competencies and their continuous professional development. These principles constitute the basis for planning, organizing, implementing, monitoring and evaluating all activities related to employee training and professional development within the Agency.

4.1 Safety and Security in Aviation as the Highest Priority

The CAA recognizes that the competence of personnel involved in regulatory and oversight activities is one of the key prerequisites for ensuring and maintaining a high level of safety and security in civil aviation. Accordingly, all training and professional development activities shall be planned and implemented in a manner that contributes to strengthening the safety culture, reducing risks, improving individual and organizational performance, and enhancing civil aviation safety and security systems.

4.2 Training Planning Priorities

In order to maintain a high level of institutional preparedness for performing regulatory and oversight responsibilities, during the planning process, allocation of budgetary resources and organization of training, the CAA establishes the following priorities:

Priority 1 – Aviation Inspectors and Other Technical Personnel

Includes training in the fields of aviation safety and security for aviation inspectors, technical personnel participating in oversight and certification processes, SMS personnel and personnel responsible for international cooperation.

Priority 2 – Administrative Personnel

Includes training for administrative personnel, implemented according to identified needs and available resources.

This order of priorities does not exclude the Agency's obligation to provide appropriate training and professional development; rather, it serves as guidance for the allocation of limited resources, in accordance with Section 4.6.

4.3 Competency-Based Approach

Training is planned and implemented on the basis of the competencies required for the successful performance of specific duties and responsibilities. Competencies include the knowledge, practical skills, professional abilities and behaviours required to perform duties in accordance with established standards. Training needs are determined through analysis of existing competencies, identification of development needs and monitoring of regulatory requirements.

4.4 Continuous Professional Development

The Agency promotes a culture of continuous learning and professional development as an integral part of every employee's engagement. Professional development is considered a continuous process that includes formal training, on-the-job training, workshops, seminars, conferences, mentoring, self-learning, participation in projects and other forms of acquiring and sharing knowledge. Each employee has an individual responsibility to actively contribute to the development of the Agency through their own professional development and maintenance of the required level of competence.

4.5 Equality and Transparency

Access to training and professional development opportunities shall be provided on the basis of objective criteria, organizational needs and the requirements of the position.

The CAA ensures equal access to training for all employees, without discrimination on any grounds and in accordance with the principles of fairness, equal opportunity and professional integrity.

4.6 Efficient and Responsible Use of Resources

Training shall be planned and implemented on the basis of priorities established through training needs analysis, the order of priorities set out in Sections 4.1 and 4.2, and in accordance with available financial and organizational resources.

Funds allocated for training shall be used economically, rationally and in a manner that ensures the greatest added value for the organization and for human resources development.

4.7 Development of Leadership and Organizational Skills

The CAA pays particular attention to the development of leadership and organizational skills among managerial staff and potential future holders of managerial positions.

Training in this area is intended to contribute to more effective human resources and process management, improvement of organizational culture and strengthening of institutional resilience.

4.8 Transfer of Knowledge and Good Practices

The CAA encourages and supports the sharing of knowledge acquired through training, seminars, conferences, workshops and international programmes.

Employees who have participated in external training are encouraged, and where necessary required, to share acquired knowledge and good practices with other employees through presentations, internal workshops, reports or other forms of knowledge transfer.

4.9 Maintenance of Institutional Competence

The CAA establishes a competency management system in order to ensure an adequate number of qualified and competent personnel for the performance of its legal and regulatory responsibilities.

The process includes identification of critical competencies required for managerial functions within the CAA, as well as competencies required for aviation inspectors and other technical personnel, with the aim of preserving institutional memory and continuity of operations.

5. TRAINING AND EMPLOYEE DEVELOPMENT MANAGEMENT SYSTEM

5.1 General Provisions

The Civil Aviation Agency establishes an integrated system for managing training and professional development in order to ensure and maintain the required level of personnel competence for the effective, efficient and professional performance of duties and the Agency's legal responsibilities.

The training management system includes a structured and continuous process through which training needs are identified, professional development activities are planned and implemented, their implementation is monitored, and their effectiveness and contribution to the development of individual and organizational capacities are evaluated.

The system is based on the principles of competence, continuous learning, compliance with regulatory requirements, transparency, accountability and continuous improvement.

5.2 Competency Management

The foundation of the training and development system is the management of personnel competencies. For each position, the Agency determines the required:

- Professional and technical knowledge;
- Regulatory knowledge;
- Professional skills;
- Leadership and management skills;
- Communication and organizational skills.

Determining the required competencies serves as the basis for identifying required training, preparing individual development plans and assessing personnel readiness. The Agency continuously monitors and updates employee competency requirements.

5.3 Organization of Training Documents

The training management system consists of three interrelated documents, as presented in the table below:

Document	Revision	Scope	Purpose
Training and Professional Development Programme	Strategic	All employees	Defines long-term directions for human resources development, priority training areas, target groups and principles for competency development.
Annual Training and Professional Development Plan	Operational	Target groups / annual cycle	Defines training and development activities to be implemented during the calendar year, including target groups, priority areas, timeframe, objectives, financial resources, activity owners and monitoring indicators.
Individual Training and Development Plan	Individual	Each employee	Defines individual professional development needs and planned training, including mandatory training applicable to the employee's position.

5.4 Training Needs Analysis

Identification of training needs is carried out through a systematic Training Needs Analysis (TNA), with the aim of determining the gap between existing and required competencies. The analysis shall take into account:

- Legal and regulatory requirements;
- Results of oversight inspections and audits;
- Changes in the organizational structure;
- Introduction of new technologies and systems;
- Results of employee performance evaluation;
- Findings and recommendations for improvement;
- Proposals from managers and employees.

5.5 Development of Specialized Competencies

The CAA ensures continuous development of specialized competencies necessary for the performance of regulatory, oversight and professional functions, with particular attention to:

- Aviation inspectors;
- Personnel involved in safety and security;
- Personnel involved in certification and oversight;
- Personnel responsible for risk management and safety systems;
- Personnel responsible for harmonization of national and international regulations;
- Personnel designated for international cooperation.

5.6 Development of Leadership and Management Skills

The Agency ensures continuous development of managerial staff through programmes covering leadership, human resources management, change management, organizational development and strategic planning, with the aim of creating competent managerial staff capable of effectively managing organizational processes, resources and human potential.

5.7 Knowledge Transfer and Institutional Memory

The Agency encourages and promotes the transfer of acquired knowledge and sharing of information and experience among employees. Employees who participate in external training, conferences, seminars and workshops are encouraged, and where appropriate required, to transfer acquired knowledge and experience to other employees through:

- Internal presentations;
- Workshops;
- Mentoring activities;
- Preparation of internal guidance and materials.

5.8 Mentoring and Professional Development

For the purpose of facilitating the integration of newly employed personnel and developing professional competencies, the Agency may establish a mentoring system, which shall complement, but not replace, the formal on-the-job training established under Section 5.5. Mentoring represents an organized process for transferring knowledge, experience and good practices from Agency employees to newly employed personnel.

5.9 Monitoring and Evaluation of Effectiveness

The effectiveness of the training system is monitored through regular evaluation of the implementation of training and its impact on individual and organizational results. Monitoring includes:

- Degree of implementation of planned training;
- Degree of acquisition of the required competencies;
- Application of acquired knowledge in the workplace;
- Impact on the quality of performance of duties;
- Contribution to organizational objectives and safety performance.

5.10 Training Records and Data Retention

An individual training file shall be maintained for each employee, in which completed training activities are recorded, including initial training, on-the-job training, recurrent and specialized training, acquired authorizations, licences and certificates, as well as evaluation results. The individual training file shall be

maintained and stored in an electronic system for records and training management, as well as in paper form. Records shall be retained in accordance with applicable personal data protection regulations.

5.11 Continuous Monitoring and Improvement

The CAA ensures continuous monitoring and improvement of the training and personnel development system through analysis of results, monitoring of international trends, alignment with new regulatory requirements and application of modern learning methods and technologies.

6. FINAL PROVISIONS

All employees of the Civil Aviation Agency are obliged to act in accordance with the provisions of this Policy and actively contribute to its implementation.

The Policy shall enter into force upon its approval by the Director and shall apply to all organizational units of the Civil Aviation Agency.

Skopje, December 2025