



ICAO Adapted Instructor Competency Model

Name of the competency	Description	Performance Criteria			
		Observable behaviour (OB)		Competency assessment	
				Final competency standard	Conditions
IC1: Prepare the training environment	The competent instructor ensures that the training environment is conducive to effective learning.			Given the available setting, the instructor delivers the course in a space that promotes learning, with functional equipment and tools.	Classroom training course
	<i>1.1 Ensures facilities and equipment are adequate for the course</i>	OB1	Ensures that the facilities are reserved and are adequate to comply with the objectives of the course.		
		OB2	Ensures that the available physical space is adequate for learning.		
		OB3	Ensures that the environment and the existing conditions are adequate for the objectives of the course.		
		OB4	Ensures that the equipment is adequate and ready for use.		



IC2: Manage the trainees	Ensures training is adapted to the trainees			Given collected information on the trainees, the instructor adapts the training strategy to meet the trainees' needs.	Classroom training course
	<i>2.1 Understands the trainee*</i>	OB1	Identifies trainees' characteristics (experience, language, culture)		
		OB2	Talks about training needs with trainees		
		OB3	Selects training methods and materials that adapt the needs of the trainees, when authorized		
	<i>2.2 Trains the trainee*</i>	OB1	Demonstrates a flexible approach to supporting the development of the trainees.		
		OB2	Generates a relationship of cooperation with the trainees.		
		OB3	Creates and maintains motivation between the trainees and the topic of the course.		
	<i>2.3 Uses an effective training strategy</i>	OB1	Quickly evaluates the average level of the group and reviews training strategies accordingly		
		OB2	Encourages participation in group discussions.		
		OB3	Poses questions to the entire group.		



		OB4	Poses individual questions. Poses questions of a variety of knowledge levels.		
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*Associated knowledge with the competency listed below

2.1 Understands the trainee	<ul style="list-style-type: none"> Shows knowledge of different learning styles.
2.2 Trains the trainee	<ul style="list-style-type: none"> Shows knowledge of any indicators that measure the readiness of the trainees for the course (as possible).

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IC3: Conduct training	Ensures the training methodology is varied, and is adapted to the trainees needs			Given collected information on the trainees, the instructor applies a variety of training strategies to meet the trainees' needs.	Classroom training course
	3.1 Establishes and maintains credibility	OB1	Displays exemplary role model behaviour (meaning, the expected behaviour in the technical role of the course in accordance with competencies and the corresponding knowledge, skills and attitudes).		
		OB2	Shows respect for specific organizational characteristics (procedures, dress code, personal		



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			image, acceptable personal behaviour, etc.).		
		OB3	Complies with the established legal and ethical standards.		
		OB4	Establishes and maintains an environment of respect.		
	<i>3.2 Shows effective presentation skills</i>	OB1	Stimulates and sustains the interest of the trainees.		
		OB2	Maintains the sequence of training materials in the appropriate way.		
		OB3	Uses voice effectively.		
		OB4	Uses eye contact effectively		
		OB5	Uses gestures, silence and body language effectively.		
		OB6	Uses work aids effectively.		
		OB7	Shows effective questioning skills.		
		OB8	Provides effective feedback, answers questions from the participants, and improves the delivery by incorporating relevant experience and/or examples.		



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		OB9	Presents an effective introduction, states the objective(s), presents a plan, provides a clear explanation of the different steps and presents an effective summary		
	<i>3.3 Provides an effective training delivery</i>	OB1	Communicates effectively, both verbally and non-verbally.		
		OB2	Listens actively and reads non-verbal messages correctly.		
		OB3	Asks appropriate questions to promote learning or to confirm understanding.		
		OB4	Provides opportunities for trainees to ask questions, treats wrong answers in a positive way.		
		OB5	Uses a variety of questions (expository, inductive, rhetorical, troubleshooting), employs various techniques for asking questions, manages course participation.		
		OB6	Maintains trainee discussions within the topics of the course by starting them, monitoring, and concluding them.		
		OB7	Answers questions clearly and adequately.		



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		OB8	Generates content by questioning, redirecting, balancing participation, etc.		
		OB9	Maintains debates focused on key topics.		
		OB10	Provides instruction regularly confirming understanding by paraphrasing, summarizing, etc., links training activities, summarizes key points and activities related to the course objectives.		
		OB11	Uses appropriate communication skills (listens, does not interrupt, brings clarity to interventions to prevent conflicts from arising).		
		OB12	Establishes clear goals and clarifies the roles in the training or evaluation performed.		
	<i>3.4 Creates and maintains realism</i>	OB1	Ensures realism in the script options provided and shared examples.		
		OB2	Links the content with case studies and professional experience.		
		OB3	Provides clarification and feedback.		



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	<i>3.5 Manages time</i>	OB1	Allots the appropriate time to activities.		
		OB2	Adjusts the allotted time for activities to ensure that the objectives are accomplished.		
		OB3	Implements contingency plans for situations in which the activities should be eliminated, reduced or replaced.		
IC4: Perform trainee assessment	The competent instructor must appropriately, objectively and correctly evaluate the trainees.			Given the trainee’s performance, and using a variety of evaluation methods, the instructor evaluates the trainee and provides relevant feedback on performance.	Classroom training course
	<i>4.1 Uses varied evaluation methods</i>	OB1	Selects the events and activities with which he/she will evaluate the performance of the trainees.		
		OB2	Clarifies the regulations of the evaluation procedure to the trainees.		
		OB3	Communicates to the trainees the criteria that will be implemented during the performance evaluation.		



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	<i>4.2 Monitors the performance of trainees during class sessions</i>	OB1	Interprets observed behaviours and comments on them adequately.		
		OB2	Allows trainees to correct themselves at the opportune moment.		
		OB3	Identifies individual differences in learning styles and adjusts the course strategy whenever possible.		
	<i>4.3 Makes objective evaluations</i>	OB1	Compares performance results of the trainees with established objectives.		
		OB2	Applies performance criteria fairly and consistently.		
		OB3	Observes and encourages self-evaluation of performance with regard to the established performance criteria.		
		OB4	Makes decisions based on task results.		
	<i>4.4 Provides feedback that is understandable and usable</i>	OB1	Ensures that trainees understand the entire feedback and assessment.		
		OB2	Applies adequate corrective measures.		



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		OB3	Uses facilitation techniques when deemed appropriate in each different case.		
		OB4	Provides positive reinforcement.		
		OB5	Encourages mutual support.		
		OB6	Creates and proposes how to reach an agreement about plans for improvement or rehabilitation.		
	<i>4.5 Creates training and evaluation reports</i>	OB1	Keeps performance records and training reports in an adequate manner.		
		OB2	Reports clearly and accurately on the performance of trainees using only observed behaviours, which reflect competencies.		
		OB3	Follows up on corrective actions.		
		OB4	Informs trainees about known training opportunities within the Training System with the intention of improving the process.		
		OB5	Respects confidentiality.		
IC5: Perform Course Evaluation	The competent instructor must evaluate the			Given the completion of the course delivery and	Completion of classroom training course



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	effectiveness of the training system.			using a variety of evaluation methods, the instructor evaluates the effectiveness of the course.	
	<i>5.1 Evaluates the effectiveness of the course or course stage</i>	OB1	Evaluates the feedback of the trainees in the training process.		
		OB2	Evaluates the trainees' mastery of the end-of-course objectives.		
		OB3	Evaluates the effect that the facilities have on the performance of the trainees.		
		OB4	Evaluates the effect of the equipment on the performance of the trainees.		
		OB5	Evaluates the effect of the training materials on the performance of the trainees.		
		OB6	Evaluates the effect of the programme schedule on the performance of the trainees.		
	<i>5.2 Presents information about course evaluation</i>	OB1	Identifies strengths and weaknesses of the training course.		
		OB2	Identifies the barriers to knowledge transfer and learning.		



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		OB3	Makes recommendations for the improvement of the course design, content, exercises, etc.		
		OB4	Makes recommendations for the improvement of the course documentation.		
		OB5	Makes recommendations for the improvement of tools and training facilities.		
		OB6	Shares information with other instructors and directors.		
IC6: Ongoing performance improvement	The competent instructor must show a positive and proactive attitude to improve his/her performance.			Given the completion of the course delivery and using a variety of evaluation methods, the instructor self-evaluates their effectiveness as an instructor	Completion of classroom training course
	<i>6.1 Self-evaluates the effectiveness of his/her role as instructor</i>	OB1	Evaluates his/her communication skills.		
		OB2	Evaluates his/her skills as presenter.		
		OB3	Evaluates his/her skills as facilitator.		



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		OB4	Evaluates his/her skills in the use of training tools.		
		OB5	Evaluates his/her skills for using training materials.		
		OB6	Evaluates his/her skills as trainee's evaluator.		
		OB7	Evaluates his/her performance as instructor and learns from the results.		
	<i>6.2 Seeks feedback on his/her performance</i>	OB1	Encourages and accepts feedback about performance as instructor.		
		OB2	Actively seeks feedback about the course from trainees and colleagues.		
	<i>6.3 Maintains personal development</i>	OB1	Maintains the required qualifications.		
		OB2	Makes an effort to increase knowledge and skills and keep knowledge and skills up to date.		
		OB3	Displays ongoing improvement of competencies as instructor.		