SAMPLE OUTPUT

Management Review Record (TN-MR-01)

An AS9110 9.3 management review with the numbers snapshot and the decisions taken.

- Made by True North from the demo data. Example Aviation Services, its certificate, and every person named are fictional.
- 9 pages follow. The appendix that traces every number to its source is shortened in this sample.
- Watermarked and flattened: this copy is for evaluation, not for use as a record or a form.
- True North is not FAA approved or AS9110 certified. The FAA approves your training program and your registrar certifies your quality system; True North keeps the records and writes the documents they ask for.

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AS9110 9.3 MANAGEMENT REVIEW · 9.1.3 ANALYSIS AND EVALUATION · 14 CFR 145.163 · AC 145-10 PARAGRAPH 406

Management Review Record

STATION Example Aviation Services, Inc.

REVIEW PERIOD 09/05/2026 to 10/04/2026

SCOPE All shops

REVIEW MR-0001

MEETING DATE 10/02/2026

ATTENDEES Dana Quinn (quality manager, accountable manager), Taylor Brooks (training manager), Morgan Hale (shop supervisor, Hangar 1)

TOP MANAGEMENT PRESENT Dana Quinn (accountable manager named in the training program manual)

RECORDED BY Dana Quinn, 10/04/2026

NUMBERS AS OF 10/04/2026 16:57 (snapshot stored with the review; taken 2 days after the meeting)

Contents

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- Appendix: sources of every number

1. Status of actions from previous reviews

No earlier management review for this scope is recorded in True North.

No earlier review is recorded for this period.

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Numbers from the snapshot stored with this review. Demonstration data. Fictional station and people.

2. Changes in internal and external issues

Training program revisions

Rev	Status	Summary	Approved	Effective
0	submitted	Initial issue of the training program manual.		

Source S19, listed in the appendix.

Controlled document revisions

None in the period.

Source S20, listed in the appendix.

Annual training program reviews

None in the period.

Source S21, listed in the appendix.

Other changes (regulatory, customer, organization)

Rev 0 of the training program manual was submitted to the Flight Standards District Office on 10/04/2026.

3. Performance of the training program

Process performance and monitoring and measurement results for the training process (AS9110 9.1.3; 14 CFR 145.163; AC 145-10 paragraph 406).

284 required training items across 10 people: 154 current (54.2%), 14 due within 30 days, 30 overdue, 86 not started.

Completion status by shop

Shop	People	Current	Due	Overdue	Not started	Total
100 Hangar 1	4	93 (66.9%)	10	15	21	139
200 Hangar 2	4	42 (35.6%)	3	11	62	118
Unassigned	2	19 (70.4%)	1	4	3	27
All	10	154 (54.2%)	14	30	86	284

Source S2, listed in the appendix.

Completion status by training category

Category	Current	Due	Overdue	Not started	Total
Aircraft Type	2 (22.2%)	0	0	7	9
Initial	69 (81.2%)	0	10	6	85
Inspection and Authorization	10 (71.4%)	0	0	4	14
Recurrent	2 (20%)	0	7	1	10
Safety	40 (53.3%)	7	9	19	75
Specialized	31 (34.1%)	7	4	49	91

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Source S3, listed in the appendix.

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Trend: training records issued per month

Month	Records issued	Overdue at month end
Nov 2025	0	-
Dec 2025	0	-
Jan 2026	0	-
Feb 2026	0	-
Mar 2026	0	-
Apr 2026	0	-
May 2026	4	-
Jun 2026	28	-
Jul 2026	43	-
Aug 2026	72	-
Sep 2026	5	-
Oct 2026	0	-

Overdue today: 30. Sources S5, S7; cross check S6.

Training effectiveness

Measure	Value
Post test attempts	14
Average post test score	87.1%
First attempt pass rate	83.3%
Retakes	2
Approval requests submitted	5
Approved	3
Returned for correction	0
Returned request rate	0%
Average days from request to approval	4.3

Lesson	Attempts	Avg score	First pass	Retakes
Maintenance Human Factors	2	80%	0 of 1 (0%)	1
Parts Receiving and Suspected Unapproved Parts	3	76.7%	1 of 2 (50%)	1
Bloodborne Pathogens Annual Training	1	90%	1 of 1 (100%)	0
Maintenance Record Entries	1	100%	1 of 1 (100%)	0
Reading Safety Data Sheets and Labels	1	80%	1 of 1 (100%)	0
Regulations and Maintenance Records	1	80%	1 of 1 (100%)	0
Repair Station Indoctrination	1	100%	1 of 1 (100%)	0
Runway Incursion Prevention for Drivers and Pedestrians	1	90%	1 of 1 (100%)	0

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Tool Control and FOD Prevention	2	95%	2 of 2 (100%)	0
Tool Control and FOD Prevention	1	100%	1 of 1 (100%)	0

Sources S8, S9, S10, S11.

The post test is the first part of the AC 145-10 paragraph 406(a) measure. The second part, effectiveness on the job (406(c)), is in the corrective actions (section 6), audit results (section 7), and safety reports linked to a training item (section 11).

Initial training of new hires

1 new hire in the period: 0 met every window, 0 completed late, 0 on track, 1 past a window.

Person	Shop	Hired	Initial items done	Result
Riley Shaw	200	09/22/2026	5 of 17	Missed

Source S13, listed in the appendix.

Credentials

State	Count
Current	11
Expiring within 60 days	1
Expired	1
Lapsed	0
Recency not met (14 CFR 65.83)	0

Source S16, listed in the appendix.

Instructor and approver workload

Approver	Approved	Returned	Avg days	Pending now
Taylor Brooks	3	0	4.3	2

Source S12, listed in the appendix.

Other process performance and product conformity

Recurrent procedures training is the largest overdue item. Initial training for the newest hire is on schedule.

4. Customer feedback

Customer satisfaction and feedback from interested parties (operators, the FAA, customers' quality audits) are not held in True North. Summarize them here.

Two operators asked for copies of technician qualification records during on site audits; both were provided from the binder export the same day.

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5. Quality objectives

Extent to which quality objectives were met. Training measures from section 3: 54.2% of required items current, first attempt pass rate 83.3%, 1 new hire past an initial window.

Objective: 95 percent of required training current at each shop. Hangar 1 is below target; see the actions below.

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6. Nonconformities and corrective actions

2 open, 3 opened and 1 closed in the period, 2 past due.

CAR	Title	Severity	Owner	Due	Status
CAR-0001	Engine ground run recurrent training lapsed	high	Quality Manager	07/15/2026 (past due)	open
CAR-0002	Calibration record gap for torque wrench T-114	medium	Tool Room Lead	07/01/2026 (past due)	in_progress

Source S17, listed in the appendix.

7. Audit results

No audits in the period.

Source S18, listed in the appendix.

8. Performance of external providers

Outside training providers, contract instructors, and other external providers. Not held in True North; summarize them here.

Outside fall protection instructor evaluated as satisfactory.

9. On-time delivery performance

Not held in True North; summarize it here.

No late aircraft returns traced to training gaps in this period.

10. Adequacy of resources

Measure	Value
People with required training	10
Accounts that can approve training	5
Designated instructors on the register	2
New hires in the period	1
Role: Inspector	1
Role: Lead Technician	1
Role: New Hire	1
Role: Quality Manager	1
Role: Supervisor	1
Role: Support Staff	1
Role: Technician	3
Role: Training Manager	1

Source S22, listed in the appendix.

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One additional designated OJT evaluator is needed at Hangar 2.

11. Safety and actions on risks and opportunities

Indicator	Value
Reports received in the period	3
Reports in the last 12 months	3
Open	2
Class A open	0
Overdue actions	0
Average days to close	0
Linked to a training item	2

Report	Reported	Training item	Risk	Status
SR-0001	10/04/2026	16. Fall Protection	B	Action in progress
SR-0002	10/04/2026	12. Fire Extinguishers	B	Closed

Sources S14, S15.

Effectiveness of actions taken to address risks and opportunities

Confined space (fuel tank entry) qualifications lapse for two technicians next quarter.

12. Opportunities for improvement

Generated from the numbers above, most severe first.

- 2 corrective action requests are past the due date. (S17)
- 4 people at shop 100 (Hangar 1) have 15 overdue items; most often Information Security (4 people), Recurrent Procedures (4 people) and Fuel Tank Entry (3 people). (S2)
- 4 people at shop 200 (Hangar 2) have 11 overdue items; most often Information Security (4 people), Recurrent Procedures (3 people) and Emergency Action (1 person). (S2)
- Riley Shaw at shop 200 (Hangar 2), hired 09/22/2026, is past the initial training window on 1 item. (S13)
- 1 credential is expired or lapsed. (S16)
- 2 people at no assigned shop have 4 overdue items; most often Information Security (2 people), Emergency Action (1 person) and Fire Extinguishers (1 person). (S2)
- 62 required items at shop 200 (Hangar 2) are not started (52.5 percent of 118). (S2)
- 10 items come due within 30 days at shop 100 (Hangar 1). (S2)
- 3 items come due within 30 days at shop 200 (Hangar 2). (S2)
- 1 item comes due within 30 days at no assigned shop. (S2)

Move recurrent procedures training to a quarterly classroom session.

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13. Review outputs and decisions (AS9110 9.3.3)

Opportunities for improvement taken up

Schedule a quarterly recurrent session; track Hangar 1 against the 95 percent objective monthly.

Changes needed to the quality system or training program

None to the quality system this period.

Resource needs

Designate a second OJT evaluator at Hangar 2.

Risks identified

Book fuel tank entry refresher before the lapse dates.

Other decisions

Actions below approved by the accountable manager.

Actions

Action	Owner	Due
Schedule quarterly recurrent procedures session	Taylor Brooks	11/15/2026
Designate a second OJT evaluator at Hangar 2	Morgan Hale	11/30/2026
Book fuel tank entry refresher	Taylor Brooks	12/15/2026

Recorded in True North by Dana Quinn on 10/04/2026. Snapshot SHA-256 67e834347a63ab3b; record SHA-256 d457241ae6d28aef.

Appendix: sources

Each number in this pack comes from the query below, run when the numbers were taken.

Ref	Measure	Value	Query
S1	People with required training in scope	10	build_role_home_intelligence(None)['sites'][*]['people'], keeping shops in scope (All shops)
S2	Status by shop (items current, due, overdue, not started)	284	app._profile_item_states(profile_label) for each person in scope; one row per required (item, aircraft) pair. State: next due before today is overdue, within 30 days is due, later is current, a one time item with a completion is current, never completed is not started (overdue once the initial window closes). Grouped by the person's shop.
S3	Status by training category	284	app._profile_item_states(profile_label) for each person in scope; one row per required (item, aircraft) pair. State: next due before today is overdue, within 30 days is due, later is current, a one time item with a completion is current, never completed is not started (overdue once the initial window closes). Grouped by TRAINING_ITEMS[item]['category'].
S4	Cross check against the dashboard metrics	match	Per shop items_total, items_current and items_overdue from build_role_home_intelligence(None)['sites'] compared with the totals above

Numbers from the snapshot stored with this review. Demonstration data. Fictional station and people.

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