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Training Program Manual (TN-TPM)

The manual True North writes from your program, frozen as submitted to the FAA.

- Made by True North from the demo data. Example Aviation Services, its certificate, and every person named are fictional.
- 15 pages follow. Sections 1, 2, and 4 to 10 are shown in full, with the first course definitions of section 3.3; the rest of 3.3 is left out. Your manual has a course definition for every training item.
- 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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14 CFR 145.163 · AC 145-10

Training Program Manual

Example Aviation Services, Inc. · Repair station certificate EXAR123X · 100 Airport Road, Sample City, ST 00000

REVISION Rev 0

STATUS Submitted to the FAA 10/04/2026

PREPARED BY Dana Quinn 10/04/2026

RESPONSIBLE FLIGHT STANDARDS OFFICE Sample City Flight Standards District Office

ACCOUNTABLE MANAGER Dana Quinn

TRAINING PROGRAM OWNER Taylor Brooks

FAA approval

This revision takes effect when the responsible Flight Standards office approves it under 14 CFR 145.163(a) and 145.209(e). Until then it is a draft and training continues under the current approved revision. The approval date and letter reference are recorded in the training records system when received, and printed on every training record issued under the revision.

Dana Quinn	Taylor Brooks	10/04/2026
Prepared by	Training program owner	Date
FAA inspector		Office Date

Revision record

Rev	Status	Prepared	Approved	Reference	Summary of changes
0	submitted	10/04/2026			Initial issue of the training program manual.

Distribution

The controlled copy of this manual is the current revision held in the training records system, available to every employee from My Training and to the FAA on request. Printed copies are uncontrolled.

1. General

1.1 Purpose

This manual describes the training program required by 14 CFR 145.163. The program ensures that each employee assigned to perform maintenance, preventive maintenance, alterations, or inspection functions is capable of performing the assigned task, through initial and recurrent training, needs assessment, and documented evaluation. It follows the guidance of FAA Advisory Circular 145-10 and the competence requirements of AS9110 clause 7.2.

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1.2 Scope

The program covers every employee who performs or supervises maintenance, preventive maintenance, alteration, or inspection, including inspection personnel, persons who approve articles for return to service, support personnel whose tasks affect airworthiness, and temporary or contract personnel. It also covers the safety and regulatory training the repair station requires of all personnel.

1.3 Responsibilities

Position	Responsibility
Accountable manager	Provides the resources for the program and approves revisions before they are submitted to the FAA.
Training manager (program owner)	Maintains this manual, the course definitions, the instructor register, and the training records; performs the annual program review; submits revisions to the responsible Flight Standards office.
Quality manager	Audits the program and its records, reports findings that indicate training needs, and verifies corrective action.
Supervisors	Perform individual needs assessments, assign work only to employees whose required training is current, and initiate remedial training.
Instructors and evaluators	Deliver training and evaluate performance within the scope of their entry in the instructor register.
Employees	Complete assigned training, acknowledge completed training, and report when a task is beyond their training.

1.4 Definitions

Term	Meaning in this program
Capable	Has demonstrated the knowledge and skill to perform an assigned task to the standard in the approved data (AC 145-10 uses capability and competency interchangeably).
Indoctrination training	Initial and recurrent training on the regulations and the repair station's organization, manuals, policies, and procedures.
Initial training	Training an employee completes before performing a task unsupervised for the first time.
Recurrent training	Training repeated at the interval in the course definition, or a one-time update when procedures, regulations, or equipment change.
Specialized training	Training for tasks that need special skills, equipment, or authorization.
Remedial training	Training given as soon as possible after a demonstrated lack of knowledge or skill.
On-the-job training (OJT)	Training performed on the task under the direction of a qualified instructor using the approved data, recorded as OJT events.
Needs assessment	The documented comparison of an employee's capability with the requirements of the assigned tasks.
Qualified instructor or evaluator	A person entered in the instructor register for the item, within the scope and dates of that entry.

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1.5 Distribution and acknowledgement

Each approved revision of this manual, and each bulletin, procedure, or policy that changes how training is done, is issued to the people it applies to through Read and sign in the training records system. Each person acknowledges that they have read and understand it, and the system records the date and time and the revision seen, and lists who has not yet acknowledged. A new revision supersedes the previous one and is acknowledged again. The acknowledgement register (TN-RS-01) for each revision is kept in Read and sign under the notice number and names the revision (14 CFR 145.163(d) and 145.209(e) for revisions; 145.207(c) where this manual is part of the repair station manual; AS9110 7.3, 7.5.3).

2. Training needs assessment

2.1 Repair station needs assessment

At least once a year, and whenever the ratings, capability list, operations specifications, facilities, equipment, or work scope change, the training manager reviews:

- The tasks associated with each position that performs maintenance, preventive maintenance, alteration, or inspection
- The skills, experience, and training of new and current employees
- How employees assigned new tasks are assessed
- The return of employees to tasks after an extended absence
- New regulations, procedures, equipment, or recordkeeping requirements
- Planned changes to the repair station's work scope
- Findings from FAA or registrar audits, internal audits, voluntary disclosures, customer complaints, and employee feedback

The result is the set of training items required for each position, shown in section 3.2, and any new courses, instructors, or revisions to this manual. The review is recorded in the training records system.

2.2 Individual needs assessment

A supervisor or the training manager assesses an employee and records the result on form TN-NA-01 when any of the following occurs:

- New employee
- Transfer or new position
- New task, authorization, or aircraft type
- Return after an extended absence
- New regulation, procedure, equipment, or recordkeeping requirement
- Demonstrated lack of knowledge or skill
- Periodic review

An employee who has not performed a task for 12 months or more is reassessed before performing it unsupervised. The assessment uses one or more of the methods below, is as objective as possible, and is performed by a person qualified to evaluate the result. Prior training, experience, and certificates are accepted only when verified, and verified prior training is entered through the integration queue so it appears in the employee's record with the verifying supervisor's approval.

Method	Measures
Formal examination	Knowledge, not application to the task

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Certificate held	Knowledge established by the certificating body
Completion of a training course	Knowledge, depending on the course test
Practical evaluation	Skill in a controlled setting
Group exercise	Group understanding and individual needs
On-the-job assessment	Skill on the actual task against objective criteria
Oral examination in the work environment	Knowledge and application in the work environment
Review of prior training records and experience	Prior training and experience, accepted when verified

The assessment lists the training required, any training credited, and any restriction on work until training is complete. The employee acknowledges the assessment in the system, and it is kept in the employee's training record.

2.3 Initial training

Each employee's training record carries the date the employee was hired or assigned to the position. Each item below is completed within the stated number of days after that date (for an employee hired before the repair station began tracking these windows, or before an item was added, the window counts from that later date). Items that must be complete before any work (indoctrination, hazard communication, personal protective equipment, emergency action, and information security) have the shortest windows. During the initial period (a New Hire account, or the first 90 days after hire or assignment), until every initial item is complete, the employee works only under the supervision of a qualified employee, does not perform inspection or approve work for return to service, and a New Hire account is not released to its working role. Specialized, inspection, and aircraft type training is completed before the task is assigned (section 10). The training manager and supervisors monitor progress on the initial training board; an initial item not completed within its window is overdue and is reported on the qualification matrix.

Item	Complete within
01. Repair Station Indoctrination	5 days of hire or assignment
02. Regulations and Maintenance Records	30 days of hire or assignment
03. Maintenance Human Factors	30 days of hire or assignment
04. Technical Data and Publications	30 days of hire or assignment
05. Tool Control and FOD Prevention	30 days of hire or assignment
06. Calibrated Tools and Test Equipment	30 days of hire or assignment
07. Parts Receiving and Suspected Unapproved Parts	30 days of hire or assignment
08. Safety Reporting and Hazard Identification	30 days of hire or assignment
10. Hazard Communication	5 days of hire or assignment
11. Personal Protective Equipment	5 days of hire or assignment
12. Fire Prevention and Extinguisher Use	30 days of hire or assignment
13. Emergency Action and Spill Response	5 days of hire or assignment
14. Lockout and Tagout (Hazardous Energy)	30 days of hire or assignment
15. Hearing Conservation	30 days of hire or assignment
16. Fall Protection and Work Stands	30 days of hire or assignment
17. Permit Required Confined Space (Fuel Tank Entry)	30 days of hire or assignment

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37. Information Security Awareness	5 days of hire or assignment
38. Safety Management System Awareness	30 days of hire or assignment

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3. Areas of study and course definitions

3.1 Areas of study

Area	Content	Items
Initial	Indoctrination and the initial training every employee completes: regulations, manuals and policies, human factors, technical data, tools, parts, and safety reporting.	01, 02, 03, 04, 05, 06, 07, 08, 37
Recurrent	Recurrent indoctrination: changes to manuals, procedures, and regulations, and lessons learned from findings.	09
Safety	Occupational safety, hazardous materials, environmental, and emergency training required by OSHA, EPA, and DOT.	10, 11, 12, 13, 14, 15, 16, 17, 38
Specialized	Training for tasks that need special skills, equipment, or authorization.	18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 30
Inspection and Authorization	Inspection, return to service, audit, and instructor qualification training.	31, 32, 33, 34, 35
Aircraft Type	Training on each aircraft type the employee maintains.	36

3.2 Training required by position

R: required. Blank: not required for the position. Items without listed positions apply to every employee who keeps a training record. AM: Accountable Manager; QM: Quality Manager; DM: Director of Maintenance; SUPE: Supervisor; TM: Training Manager; INSP: Inspector; LT: Lead Technician; SS: Support Staff; TECH: Technician; NH: New Hire.

Item	AM	QM	DM	SUPE	TM	INSP	LT	SS	TECH	NH
01. Indoctrination	R	R	R	R	R	R	R	R	R	R
02. Regulations and Records	R	R	R	R	R	R	R	R	R	R
03. Human Factors	R	R	R	R	R	R	R	R	R	R
04. Technical Data	R	R	R	R	R	R	R	R	R	R
05. Tool Control and FOD				R		R	R	R	R	R
06. Calibrated Tools				R		R	R	R	R	R
07. Parts and SUP		R		R		R	R	R	R	R
08. Safety Reporting	R	R	R	R	R	R	R	R	R	R
09. Recurrent Procedures	R	R	R	R	R	R	R	R	R	R
10. Hazard Communication	R	R	R	R	R	R	R	R	R	R
11. PPE				R		R	R	R	R	R
12. Fire Extinguishers	R	R	R	R	R	R	R	R	R	R
13. Emergency Action	R	R	R	R	R	R	R	R	R	R
14. Lockout and Tagout				R		R	R		R	R
15. Hearing Conservation				R		R	R	R	R	R
16. Fall Protection				R		R	R		R	R
17. Fuel Tank Entry						R	R		R	
18. Ground Handling				R		R	R	R	R	R
19. Jacking and Leveling						R	R		R	R
20. Engine Run and Taxi						R	R		R	
21. Servicing and Fueling				R		R	R	R	R	R

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22. Weight and Balance						R	R		R	
23. ESD Control				R		R	R	R	R	R
24. Corrosion Control						R	R		R	R
25. Borescope						R	R		R	
26. Forklift							R	R	R	
27. Aerial Lifts				R		R	R	R	R	R
28. GSE Operation				R		R	R	R	R	R
29. Hazmat Shipping								R		
30. Dangerous Goods by Air								R		
31. Inspection Procedures		R		R		R	R			
32. Return to Service		R	R	R		R				
33. Audit and Corrective Action		R				R				
34. OJT Instructor				R	R	R	R			
35. Drug and Alcohol	R		R	R						
36. Type Familiarization						R	R		R	R
37. Information Security	R	R	R	R	R	R	R	R	R	R
38. SMS Awareness	R	R	R	R	R	R	R	R	R	R

3.3 Course definitions

Each item below defines its objectives, prerequisites, outline, time, methods, sources, instructor qualifications, evaluation, materials, and the records it produces (AC 145-10 paragraph 402).

01. Repair Station Indoctrination

AREA OF STUDY Initial

REGULATORY BASIS 14 CFR 145.163, 145.209

APPLIES TO All employees

FREQUENCY Initial only

INITIAL WINDOW Within 5 days of hire or assignment

TIME OF INSTRUCTION 2 hours

PREREQUISITES None.

METHODS Computer-based lesson

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager or a designee with at least three years of repair station experience and current training in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement

Objectives

- Describe what 14 CFR Part 145 requires of a certificated repair station.
- Find the repair station manual (RSM), quality control manual (QCM), and capability list.
- Explain who may perform, inspect, and approve work for return to service.
- Know how training is documented and how long records are kept.

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Outline

- Part 145 overview and the station's ratings
- Repair station manual and quality control manual
- Organization, roster, and authorizations
- Records, reporting, and falsification
- Computer systems, facility security, and environmental and hazardous materials awareness

Materials

- Repair station manual and quality control manual
- Applicable regulations: 14 CFR 145.163, 145.209
- Online lesson: Repair Station Indoctrination (slides, video, knowledge checks)

02. Regulations and Maintenance Records

AREA OF STUDY Initial

REGULATORY BASIS 14 CFR Parts 43, 65, 145

APPLIES TO All employees

FREQUENCY Initial only

INITIAL WINDOW Within 30 days of hire or assignment

TIME OF INSTRUCTION 2 hours

PREREQUISITES None.

METHODS Computer-based lesson

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager or a designee with at least three years of repair station experience and current training in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement

Objectives

- Identify the roles of 14 CFR Parts 39, 43, 65, and 145.
- List the required content of a maintenance record entry under 43.9.
- Explain what an airworthiness directive is and who must comply.
- Recognize record falsification and how to correct an entry properly.

Outline

- Airworthiness directives (Part 39)
- Performance rules and records (Part 43)
- Certificates and privileges (Part 65)
- Record entries, corrections, and falsification

Materials

- Repair station manual and quality control manual
- Applicable regulations: 14 CFR Parts 43, 65, 145
- Online lesson: Regulations and Maintenance Records (slides, video, knowledge checks)

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03. Maintenance Human Factors

AREA OF STUDY Initial

REGULATORY BASIS AC 120-72A, AS9110 7.3

APPLIES TO All employees

FREQUENCY Every 24 months

INITIAL WINDOW Within 30 days of hire or assignment

TIME OF INSTRUCTION 2 hours

PREREQUISITES None.

METHODS Computer-based lesson

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager or a designee with at least three years of repair station experience and current training in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement

Objectives

- Name the Dirty Dozen and give an example of each in the hangar.
- Recognize the signs and effects of fatigue.
- Use a structured shift turnover.
- Report errors and hazards through the station's reporting process.

Outline

- Human error and human reliability
- The Dirty Dozen
- Fatigue, stress, vision, and hearing
- Situational awareness and workload management
- Shift turnover and error reporting
- Safety culture and organizational factors

Materials

- Repair station manual and quality control manual
- Applicable regulations: AC 120-72A, AS9110 7.3
- Online lesson: Maintenance Human Factors (slides, video, knowledge checks)

04. Technical Data and Publications

AREA OF STUDY Initial

REGULATORY BASIS 14 CFR 145.109

APPLIES TO All employees

FREQUENCY Initial only

INITIAL WINDOW Within 30 days of hire or assignment

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TIME OF INSTRUCTION 1.5 hours

PREREQUISITES None.

METHODS Computer-based lesson

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager or a designee with at least three years of repair station experience and current training in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement

Objectives

- Explain the difference between approved data and acceptable data.
- Verify that data is current before starting work.
- Describe the status of service bulletins and when they become mandatory.
- Handle discrepancies in technical data correctly.

Outline

- Approved and acceptable data
- Manufacturer manuals, ICA, ADs, and service bulletins
- Revision control and uncontrolled copies
- Reporting data discrepancies

Materials

- Repair station manual and quality control manual
- Applicable regulations: 14 CFR 145.109
- Online lesson: Technical Data and Publications (slides, video, knowledge checks)

05. Tool Control and FOD Prevention

AREA OF STUDY Initial

REGULATORY BASIS AS9110 8.5.1

APPLIES TO Supervisor, Inspector, Lead Technician, Support Staff, Technician, New Hire

FREQUENCY Every 12 months

INITIAL WINDOW Within 30 days of hire or assignment

TIME OF INSTRUCTION 1 hour

PREREQUISITES None.

METHODS Computer-based lesson, On-the-job training

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager or a designee with at least three years of repair station experience and current training in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment. 1 OJT event observed and signed by a qualified instructor.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement; TN-OJT-02 On-the-

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Materials

- Repair station manual and quality control manual
- Applicable regulations: AS9110 7.3, 7.5.3; NIST SP 800-171 3.2
- Online lesson: Information Security Awareness (slides, video, knowledge checks)

38. Safety Management System Awareness

AREA OF STUDY Safety

REGULATORY BASIS 14 CFR Part 5; ICAO Annex 19; AS9110 6.1

APPLIES TO All employees

FREQUENCY Every 24 months

INITIAL WINDOW Within 30 days of hire or assignment

TIME OF INSTRUCTION 1.5 hours

PREREQUISITES Item 01, Repair Station Indoctrination.

METHODS Computer-based lesson

SOURCES In-house, Government agency (FAA, OSHA, CDC, CSB)

INSTRUCTOR QUALIFICATIONS Training manager, safety representative, or a designee trained in the subject.

EVALUATION Post test of 10 questions drawn from the lesson bank; 80 percent to pass; 3 attempts before supervisor reassignment.

RECORDS TN-SQ-01 Statement of Qualification; TN-TA-01 Training Acknowledgement

Objectives

- Name the four components of an SMS under 14 CFR Part 5 and what each one does.
- State who must have an SMS and how the requirement reaches a repair station.
- Distinguish a hazard from a risk and rate a risk using severity and likelihood.
- Report a hazard or event through the station's system and apply the hierarchy of controls.
- Explain just culture and the employee's responsibilities in the SMS.

Outline

- Why an SMS: 14 CFR Part 5, ICAO Annex 19, EASA Part 145 and the bilateral agreement
- Safety policy and accountabilities
- Hazard identification and reporting
- Risk assessment: severity, likelihood, and controls
- Safety assurance: audits, performance indicators, and change management
- Just culture and safety promotion

Materials

- Repair station manual and quality control manual
- Applicable regulations: 14 CFR Part 5; ICAO Annex 19; AS9110 6.1
- Online lesson: Safety Management System Awareness (slides, video, knowledge checks)

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4. Training methods, sources, and instructors

4.1 Methods

- Computer-based lessons in the training records system: reading, slides, video, knowledge checks that must be answered correctly, and a post test drawn at random from a question bank. Lessons are reviewed by the training manager before release and carry a version number recorded with every attempt.
- Classroom instruction with an objective, outline, references, and a qualified instructor, recorded on an attendance roster (TN-TAR-01).
- On-the-job training performed on the task using the approved data from the article's maintenance manual, under the direction of a qualified instructor, recorded as OJT events.
- Practical evaluation in a controlled setting, graded satisfactory or unsatisfactory by a qualified evaluator.
- External courses from OEMs, Part 147 schools, operators, other repair stations, government agencies, and trade associations, accepted when the course content meets the course definition and completion is verified.

4.2 Sources

The training manager selects the source for each course and records it in the course definition. Outside sources are evaluated before use by reviewing the course material and instructor qualifications. Public video material in the standard lessons comes from U.S. Government agencies; any other video is evaluated by the training manager before use. Regardless of the source, the repair station remains responsible for the adequacy and currency of the training and for its records (AC 145-10 paragraph 404(c)).

4.3 Instructor and evaluator qualification

Instructors and evaluators are qualified on the basis of subject knowledge (experience, certificate, or OEM course) and teaching ability (observed or demonstrated), and are entered in the instructor register with their scope, basis, approval, and expiration. The register is checked when training is approved.

Name	Capacity	Scope	Basis	Approved	Expires
Taylor Brooks	instructor, evaluator	All items	Subject matter experience, Teaching ability observed	08/05/2026	None
Morgan Hale	instructor, evaluator	20. Engine Run and Taxi, 22. Weight and Balance, 36. Type Familiarization	Subject matter experience, Teaching ability observed	08/05/2026	None

5. Training documentation

Each employee's training record is kept in the training records system and contains:

- Name, employee ID, and position
- Training requirements determined by the position and the needs assessments
- FAA certificates applicable to the position, other certifications, and authorizations, entered in the credential register with their numbers, ratings, issue and expiration dates, and scanned copies (binder tabs 1 and 4). Inspection authorization holders record the qualifying activity for each year of the renewal period (14 CFR 65.93), and mechanic certificate holders the date of their last maintenance experience (14 CFR 65.83); an expired or lapsed credential is reported with the training status
- For each completed item: course title, objective, completion date, evaluation results, hours, method, location, instructor and approver, program revision, and the employee's acknowledgement
- Needs assessments, OJT events, remedial training, and post test attempts with their questions and answers

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5.1 Forms

Form	Use
TN-SQ-01 Statement of Qualification	Issued for each item that qualifies the employee for a task.
TN-TC-01 Certificate of Training	Issued for items that carry a certificate (for example, equipment operation).
TN-TA-01 Training Acknowledgement	The employee's acknowledgement of each completed item.
TN-OJT-02 On-the-Job Training Record	OJT events, the instructor for each event, and the result.
TN-TAR-01 Training Attendance Roster	Group and classroom sessions with each attendee's acknowledgement.
TN-TR-02 Training Record Summary	One employee's items, completion dates, and due dates.
TN-NA-01 Individual Training Needs Assessment	The assessment of an employee against the tasks assigned.
TN-TPM Training Program Manual	This manual.

5.2 Electronic records and signatures

Records are created only through an authenticated, personal account. A completion is issued when an authorized approver approves it in the training approvals queue; the approver is the signer of record. Records print an electronic signature (/s/ name) with its date only for a person who acted in the system: the approver on the date of approval, and the employee on the date of acknowledgement. Records transcribed from paper or imported from another system print the names without a signature and are marked as transcribed, with the name of the person who entered them. Every change is written to an append-only audit log with a SHA-256 digest of the affected records, and records are never edited without a logged correction (14 CFR 145.12). Accounts are protected by password rules, account lockout after repeated failed sign-ins, inactivity time-outs, and two-step verification as set by the repair station's security policy. Sign-ins and account changes are logged, and access is reviewed periodically. Each employee completes Information Security Awareness training.

5.3 Retention and access

Training records are kept while the person is employed and for at least 2 years after the person leaves (14 CFR 145.163(c)). Records of employees who leave are retained, not deleted: removing a profile keeps its binder files and record rows. Records are available to the FAA on request. Employees may review their own records in My Training and report a discrepancy to the training manager, who corrects it through a logged correction.

6. Measuring training effectiveness

Effectiveness is measured immediately after training (post test results, practical evaluations, OJT events) and in the work environment. The training manager reviews:

- Post test results and question analysis for each lesson
- Investigations of work problems, customer complaints, and inspector findings
- Hazard and event reports in the safety reporting system, each of which may be linked to the training item it concerns; the reports linked to training in the year are an input to this review
- Voluntary disclosures and corrective actions whose root cause is training
- Internal, FAA, and registrar audit findings
- Employee feedback and course evaluations

When a course must change, the training manager updates the course and the affected employees receive the change as recurrent or remedial training. Remedial training is assigned as soon as possible after a demonstrated

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lack of knowledge or skill and covers what happened, why, and how to prevent it. A learner who fails a post test 3 times is locked out until a supervisor reviews the material with the learner and reassigns the lesson, with the reason recorded. The annual program review records the measures, conclusions, and actions.

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7. Revisions and FAA submission

- The training manager prepares revisions to this manual and to the course definitions.
- The accountable manager approves the revision for submission.
- The revision is submitted to the responsible Flight Standards office as an electronic PDF generated by the training records system, with a summary of changes (14 CFR 145.163(d) and 145.209(e)).
- Changed content is identified in the revision record and summary of changes.
- A revision is used only after FAA approval. The approval letter reference and date are recorded and printed on every training record issued under the revision.

8. Work for air carriers and commercial operators

Before performing work for an operator under 14 CFR Part 121, 125, 129, or 135, the training manager identifies the operator's training requirements for each job function from the contract, adds them to the program as items, and schedules the training with the operator. Employees perform that work only when those items are current.

9. Temporary and contract employees

Temporary and contract employees receive an individual needs assessment before they begin work, complete the indoctrination items required for their position, and have training records kept on the same terms as employees.

10. Interface with work assignment

Supervisors assign tasks only to employees whose required items for the task and aircraft are current, using the qualification matrix and each employee's training record. An item that is overdue, revoked, or awaiting OJT, or an initial item not completed within its window, is not current for assignment. Inspection and return to service authorizations are issued separately under the repair station manual and require the associated training items to be current.

SAMPLE

Uncontrolled when printed. The current revision is in the training records system. Demonstration data. Fictional station and people.