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## Training Program

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S & T Aircraft Accessories, Inc.  
310 FM 483  
New Braunfels, TX 78130

Federal Aviation Repair Station  
Certificate Number CC2R737K

**Control Number**

Master

**Copy Assigned To**

President / Accountable Mgr.

# Manual Distribution List

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007		
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APPROVED:

*Mary Linner*  
President

Revision Number  
Revision Date  
Original Issue Date

Initial Release

December 31, 2006

## Record of Revisions

REVISION NUMBER	REVISION DATE	PAGE(S)/SECTION(S) AFFECTED	REVISION DESCRIPTION
Initial Release	12/31/06	ALL	Initial Release
01	03/09/09	ii, iii, and iv Section 1.1 Section 3.2	1.1 - Added person, by title, who is responsible for the training program and retention of training records. 3.2 - Added topics to be covered under Recurrent Training
02			
03			
04			
05			
06			
07			
08			
09			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			

APPROVED: Mary Sumner  
President

ii

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

## List of Effective Pages

Page	Revision	Revision Date
i		
ii	01	03/09/09
iii	01	03/09/09
iv	01	03/09/09
1-1	01	03/09/09
1-2	01	03/09/09
1-3	01	03/09/09
1-4	01	03/09/09
1-5	01	03/09/09
1-6	01	03/09/09
2-1		
2-2		
2-3		
2-4		
2-5		
3-1	01	03/09/09

  
Manager of Quality Assurance Signature

**Federal Aviation Administration Signature**

APPROVED:

President

iii

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Date \_\_\_\_\_

Date \_\_\_\_\_

Revision Number

01

Revision Date

March 09, 2009

Original Issue Date

December 31, 2006

## Table of Contents

Manual Distribution List.....	iii
Record of Revisions .....	iv
List of Effective Pages .....	iii
Section 1: GENERAL AND ADMINISTRATIVE PROCEDURES .....	1-1
1.1 Introduction .....	1-1
1.2 Manual Revision, Distribution, and Control Process .....	1-2
1.3 Recordkeeping .....	1-3
1.3.1 Confidential Documents.....	1-3
1.4 Definitions .....	1-3
1.5 Acronyms .....	1-5
Section 2: JOB QUALIFICATIONS .....	2-1
2.1 Job Positions.....	2-1
2.2 Job Functions.....	2-2
2.3 Tasks and Skills .....	2-2
2.4 Minimum Standards .....	2-5
Section 3: TRAINING.....	3-1
3.1 Types of Training .....	3-1
3.2 Topics Offered.....	3-1
3.3 Topic or Course Approval Process.....	3-2
3.4 Instructor Approval Process .....	3-3
3.5 Mandatory Courses .....	3-3
Section 4: EMPLOYEE TRAINING PROCESS.....	4-1
4.1 Responsibility .....	4-1
4.2 Employee Assessment Process.....	4-1
4.3 Waivers .....	4-2
Section 5: FORMS.....	5-1

APPROVED:

President

*Mary I. Luna*  
iv

Revision Number  
Revision Date  
Original Issue Date

01  
March 09, 2009  
December 31, 2006

## SECTION 1: GENERAL AND ADMINISTRATIVE PROCEDURES

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### 1.1 Introduction

This manual describes the training program supporting the operation of this domestic repair station, certificated by the Federal Aviation Administration (FAA) under 14 CFR Part 145. The Accountable Manager is responsible for the training program and retention of training records. The Accountable Manager may delegate duties and responsibilities to any qualified personnel. However, delegation of duties does not relieve the Accountable Manager of his overall responsibilities under this manual and the FARs. The training system used by the repair station ensures that:

- Each employee assigned to perform maintenance, preventive maintenance, or alternations, and inspection functions is capable of performing the assigned task.
- Required individual employee training is documented and retained for a minimum of 2 years after separation.


This training program:

- Establishes the standards and procedures for training all employees employed by the repair station including:
  - Employees performing maintenance, preventive maintenance and alteration on civil aviation products under the repair station certificate. These employees must be qualified and trained under the policies and procedures set forth in this document.
  - Employees performing functions that require other regulatory training, such as hazardous materials and confined spaces.
  - Employees who provide services that support the repair station's activities. These employees are trained under this program at the company's discretion.
- Provides the means of establishing employee training requirements. It is the tool for management to assess both new employee and current employee capabilities and competency.

This training program manual describes how this repair station:

- Identifies and describes jobs and job duties, including required tasks within each function, and skills within each task.
- Establishes job qualifications, including minimum standards.
- Ensures employees are capable of performing assigned tasks.
- Assesses employees to determine competency.
- Ensures employees demonstrate competency.
- Establishes the criteria for initial and recurrent training of employees.
- Establishes and monitors training courses and curriculums.
- Documents training program activities.
- Establishes the method by which the manual is changed and approved by the FAA before institution.

1-1

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

## 1.2 Manual Revision, Distribution, and Control Process

This manual will be maintained current at all times. The repair station shall assign copies of its manual as required to ensure that all personnel have easy and ready access to it. Each copy of the manual will have a control number on the manual's cover page. A list, containing the manual number and individual that it is assigned to, can be found on page i. The local Flight Standards District Office shall be assigned a copy of this manual. A complete list of the assigned copies of the manual can be found in this manual. To prevent access to information that is not maintained current, no employee may make a copy of the manual or pages from the manual, without clearly identifying them as uncontrolled copies.

A List of Effective Pages, found on page iii, is used to identify and control sections of the repair station manual.

The Accountable Manager will have revisions produced in a final form and mail, through the United States Postal Service, to the FAA Flight Standards District Office. The President, thereto, will approve each page of the manual and revision. Upon acceptance by the FAA, sufficient copies will be made and distributed to provide revision pages for each manual holder.


Upon receipt of the FAA approved revision, copies of the revisions will be made for distribution by the Technical Publications Manager. The Technical Publications Manager will insert the revised page(s), record the revision on the manual's revision page as well as initial and record the insertion date. If the manual is not located in the repair station, the person assigned the particular control number is responsible for updating the assigned manual.

If at any time the FAA finds any portion of the manual unacceptable due to noncompliance with an enumerated FAR, the repair station shall initiate expedited manual change procedures. Within 15 days of written notification of the noncompliance, the FAA initiated change shall be accomplished in accordance with the procedures in this manual. This repair station will not incorporate any revisions to the manual if the FAA has not approved the revisions.

If the manual has been completely revised, old manuals will be destroyed or clearly marked "FOR REFERENCE ONLY."

All revised text will be clearly identified by use of a vertical line in the left column of the page, next to the affected text. A Record of Revisions showing the revision number, revision date, page(s) affected and revision level is on page iii. The List of Effective Pages will be signed by the Manager of Quality Assurance and show the acceptance signature of the Flight Standards District Office.

1-2

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

### 1.3 Recordkeeping

Detailed records, relating to individual employee training will be maintained for a period of two years after employee separation and will include (at a minimum) the following forms generated by this training program:

- Employee Assessment
- Employee Training Plan
- Training Certificates
- Employee Training Record
- Employee Training Waiver

#### 1.3.1 Confidential Documents

Documents of a confidential nature are kept secure in locked cabinets, available to authorized personnel only:

This person is authorized:	To have access to:
Management & Employee	Employee personal information
FAA, Management & Employee	Employee assessments, training records and documents, including test scores
FAA, Management, & Instructors	Training course outlines and curricula, test questions, answers and scores, training critiques

### 1.4 Definitions

The following definitions apply to all related information in the manual.

**Body of Knowledge** – Overall understanding and competency of a subject or competency to perform a task, established through training, education and/or experience.

**Case Studies** – Real or hypothetical situations used to test understanding and ability to apply knowledge or skill.

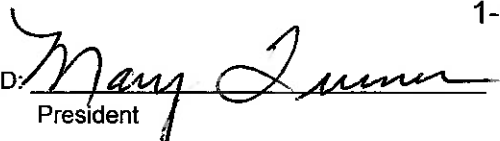
**Certificate** – A document issued as evidence of completion of a course of study, or to certify that a person may officially practice a profession or job function.

**Classroom Training** – Teaching in the form of instruction in a course environment.

**Competence** – Demonstrated ability to perform the skills or accomplish the tasks associated with the job assignment.

**Contractor** – Persons performing maintenance functions under contract.

1-3

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006



**Demonstrate** – To establish or show by experiments, examples, practical application, explanations, or illustrations.

**Education** – Knowledge or skill obtained by a learning process.

**Experience** – Competency gained through participation in activities leading to the accumulation of knowledge, skill, or practical wisdom.

**In-House Training** – Training conducted by the repair station including OJT, case studies, classroom training, mentoring, self study, specialized training, and tutoring.

**Initial Training** – Learning the subject matter for the first time.

**Job** – A single position with documented attributes.

**Job Function** – A classification, by operational activity or along organizational lines, that consists of a group of jobs with related assignments, but with varying levels of expertise.

**Maintenance Personnel** – Employees assigned to perform maintenance, preventive maintenance, or alteration, and inspection functions.

**Mandatory** – Those training topics that are required by law, such as confined spaces, Department of Transportation Hazardous Materials, drug and alcohol, and other training subjects that are stated in a federal, state, or local regulation or law or are required by contract.

**On-the-Job Training (OJT)** - Acquiring knowledge and skills in an actual work environment.

**Qualifications** – The body of knowledge associated with accomplishing the assigned job.

**Recurrent Training** - Reinforce or refresh previously learned subjects, principals, or skills.

**Self Study** – Material absorbed on one's own through workbook, tape, or compact disc (CD), and exams or demonstrations that test the knowledge gained.

**Seminar** – Training by an expert in the field transferring knowledge to the attendees.

**Skill** – Technique required to correctly accomplish a task.

1-4

APPROVED:

  
President

Revision Number

01

Revision Date

March 09, 2009

Original Issue Date

December 31, 2006

**Task** – Series of steps used in an assigned duty. The actual steps conducted to achieve a result.

**Training** – Processes for making employees proficient in assigned duties using instruction and/or practice. The process used by employees to gain skills or knowledge with the opportunity to demonstrate competency.

**Tutoring** – One-on-one instruction in an organized manner.

### **1.5 Acronyms**

The following acronyms apply to all related information in the manual:

**A&P** – Airframe and powerplant

**AC** – Advisory Circular

**AD** – Airworthiness Directive

**ARSA** – Aeronautical Repair Stations Association

**ATA** – Air Transport Association

**ATE** – Automatic Test Equipment

**C.A.S.E.** – Coordinated Agency for Surveillance Evaluation

**CD** – Compact Disc

**CMM** – Component Maintenance Manual

**DOT** – Department of Transportation

**EASA** – European Aviation Safety Agency

**FAA** – Federal Aviation Agency


**FAR** – Federal Aviation Regulations

**FSDO** – Flight Standards District Office

**GMM** – General Maintenance Manual

**HR** – Human Resources

1-5

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

**IA** – Inspection Authorization

**ISO** – International Organization for Standardization


**JAA** – Joint Aviation Authorities

**MRO** – Maintenance, Repair and Overhaul

**NDI** – Non-destructive inspection

**NTSB** – National Transportation Safety Board

1-6

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

## SECTION 2: JOB QUALIFICATIONS

The company establishes requirements for all jobs that support this repair station. This section contains the process for establishing those qualifications.

### 2.1 Job Positions/Functions

Each individual job performed at this repair station is described on a Job Position form. This form will set forth, at a minimum:

- Position
- Essential responsibilities
- Essential tasks as related to duties
- Skills required
- Certificate(s) required

Management is responsible for authorizing new jobs and determining the tasks required for each job.

The Quality Assurance Manager is responsible for establishing the general levels of expertise. The general levels of expertise for all jobs are established on the following Job Qualification Level chart:

LEVEL	REQUIREMENT:	EMPLOYEE SHOULD:
1	Demonstrate familiarization with the principle elements of their assigned duties.	<ul style="list-style-type: none"><li>• Be familiar with the basic elements of their assigned responsibilities and duties.</li><li>• Recite back simple descriptions of their assigned duties.</li><li>• Be comfortable using simple aviation terms.</li></ul>
2	Demonstrate a general knowledge of the theoretical and practical aspects of their duties with the ability to apply that knowledge to their assignments.	<ul style="list-style-type: none"><li>• Understand the theoretical fundamentals of the subject matter associated with their duties.</li><li>• Provide a general description of their assignment, sighting examples as appropriate.</li><li>• Use mathematical formulas in conjunction with physical laws describing the task.</li><li>• Read and understand sketches, drawings and schematics associated with the task, as appropriate.</li><li>• Apply their knowledge in a practical manner using detailed procedures.</li></ul>
3	Demonstrate a detailed knowledge of the theoretical and practical aspects in the subject matter pertaining to their duties with a capacity to combine and apply the separate elements of knowledge in a logical and comprehensive manner.	<ul style="list-style-type: none"><li>• Know the theory of the subject and interrelationships with other subjects.</li><li>• Give a detailed description of the subject matter using theoretical fundamentals and specific examples.</li><li>• Understand and use mathematical formula related to the subject, as appropriate.</li><li>• Read, understand, and prepare sketches, simple drawings and schematics describing the subject matter.</li><li>• Apply their knowledge in a practical manner using manufacturer's instructions.</li><li>• Interpret results from various sources and measurement and apply corrective action where appropriate.</li></ul>

2-1

APPROVED:

President

Revision Number

Revision Date

Original Issue Date

Initial Release

December 31, 2006

For each job function, the levels of expertise are listed in the chart in Section 2.3 for that function. Management is responsible for authorizing new jobs, new job functions, establishing the levels of expertise within each job function, and determining the tasks required for each job.

## 2.2 Tasks and Skills

The list of responsibilities that make up job duties for all jobs at this repair station, and the body of knowledge, necessary to perform those responsibilities are listed in the chart in Section 2.3. This list will be used to establish training requirements for the skills associated with the responsibilities that are shared by more than one position in the company.

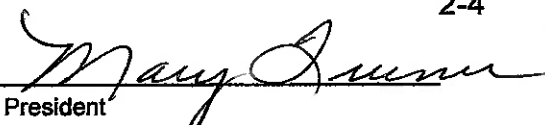
## 2.3 Job Position/Function/Duties/Responsibilities/Basic Knowledge/Level Chart

Job Position / Function	Level	Knowledge / Experience	Essential Duties / Responsibilities
<b>Accountable Manager</b> <ul style="list-style-type: none"> <li>Corporate authority to bind the repair station when directly in charge of maintenance functions within the repair station</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Has eighteen (18) months of practical experience in procedures, practices, inspection methods, materials, tools, machine tools and equipment generally used in the work for which this repair station is rated.</li> </ul>	See Section 3.3.1 on pages 3-2 thru 3-3 of the Repair Station Manual
<b>Chief Inspector</b> <ul style="list-style-type: none"> <li>Supervise or oversee personnel, particularly those unfamiliar with work being performed</li> <li>Performance of inspections (Including Final inspection)</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Is thoroughly familiar with the applicable FAR's and with the inspection methods, techniques, practices, aids, equipment and tools used to determine the airworthiness of the article on which maintenance, preventative maintenance or alterations are being performed</li> <li>Is proficient in using various types of mechanical and visual inspection aids appropriate for the articles being inspected and approved for return to service.</li> <li>Has the appropriate experience through training, employment history or practical tests and that this information has been documented and is available in the individual's employment file</li> <li>Understands the current specifications involving inspection tolerances, limitations and procedures established by the manufacturer or by an Airworthiness Directive, of the articles being inspected and approved for return to service</li> </ul>	See Section 3.3.2 on pages 3-3 thru 3-4 of the Repair Station Manual

<b>Manager of Quality Assurance</b> <ul style="list-style-type: none"> <li>Supervise or oversee personnel particularly those unfamiliar with work being performed</li> <li>Performance of inspections (including final inspections)</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Has eighteen (18) months of practical experience in procedures, practices, inspection methods, materials, tools, machine tools and equipment generally used in the work for which the repair station is rated</li> <li>Understands the FAR's, Airworthiness Directives, methods, techniques and practices contained in the applicable manufacturer's maintenance and alteration documents, and other data acceptable to or approved by the FAA used by the repair station</li> <li>Has the appropriate experience, evidenced by employment history, training, certification or practical tests to perform in the supervisory position assigned</li> </ul>	See Section 3.3.3 of pages 3-4 thru 3-5 of the Repair Station Manual
<b>Maintenance Manager</b> <ul style="list-style-type: none"> <li>Directly in charge of maintenance functions within the repair station</li> <li>Supervise or oversee personnel, particularly those unfamiliar with work being performed</li> <li>Issuance of the Approval for Return to Service for work performed by the repair station</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Has eighteen (18) months of practical experience in procedures, practices, inspection methods, materials, tools, machine tools and equipment generally used in the work for which the repair station is rated.</li> <li>Understands the FAR's and Airworthiness Directives</li> </ul>	See section 3.3.4 on pages 3-5 thru 3-6 of the Repair Station Manual
<b>Technical Publications Manager</b> <ul style="list-style-type: none"> <li>Oversee personnel, particularly those unfamiliar with work being performed without authority to issue Approval for Return to Service for work performed by the repair station</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Has the experience, through training, knowledge, employment history or practical tests to perform the scope of work assigned</li> <li>Understands the procedures set forth in this manual</li> </ul>	See Section 3.3.5 on pages 3-6 thru 3-7 of the Repair Station Manual

<b>Inspector II</b> <ul style="list-style-type: none"> <li>Performance of inspections including final inspection</li> <li>With authority to issue Approval for Return to Service for work performed by the repair station</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Is thoroughly familiar with the applicable FAR's and with the inspection methods, techniques, practices, aids, equipment and tools used to determine the airworthiness of the article on which maintenance, preventative maintenance or alterations are being performed</li> <li>Is proficient in using various types of mechanical and visual inspection aids appropriate for the articles being inspected and approved for return to service</li> <li>Capably perform Inspector I duties</li> </ul>	See Section 3.3.6 on page 3-7 of the Repair Station Manual
<b>Inspector I</b> <ul style="list-style-type: none"> <li>Performance of inspections including final inspection</li> <li>Without authority to issue Approval for Return to Service for work performed by the repair station</li> </ul>	2	<ul style="list-style-type: none"> <li>Understands, reads and writes English</li> <li>Is thoroughly familiar with the applicable FAR's and with the inspection methods, techniques, practices, aids, equipment and tools used to determine the airworthiness of the article on tools used to determine the airworthiness of the article on which maintenance, preventative maintenance or alterations are being performed</li> <li>Is proficient in using various types of mechanical and visual inspection aids appropriate for the articles being inspected and approved for return to service</li> <li>Capably perform Technician II duties</li> </ul>	See Section 3.3.6 on page 3-7 of the Repair Station Manual
<b>Stockroom Manager</b> <ul style="list-style-type: none"> <li>Oversee personnel, particularly those unfamiliar with work being performed without authority to issue Approval for Return to Service for work performed by the repair station</li> </ul>	3	<ul style="list-style-type: none"> <li>Is appropriately certificated under FAR Part 65</li> <li>Understands, reads and writes English</li> <li>Has the experience through training, knowledge, employment history or practical tests to perform the scope of work assigned</li> <li>Understands the procedures set forth in this manual</li> </ul>	See Section 3.3.8 on pages 3-8 thru 3-9 of the Repair Station Manual
<b>Department Head</b> <ul style="list-style-type: none"> <li>Oversee personnel in the performance of maintenance, preventative maintenance or alterations for which this repair station is rated</li> </ul>	2	<ul style="list-style-type: none"> <li>Understands, reads and writes English</li> <li>Is thoroughly familiar with the applicable FAR's and with the inspection methods, techniques, practices, aids, equipment and tools used to determine the airworthiness of the article on which maintenance, preventative maintenance or alterations are being performed</li> <li>Is proficient in using various types of mechanical and visual inspection aids appropriate for the articles being inspected and approved for return to service</li> <li>Capably perform Technician II duties</li> </ul>	See Section 3.3.9 on page 3-9 of the Repair Station Manual

2-4

APPROVED:   
President

Revision Number  
Revision Date  
Original Issue Date

Initial Release  
  
December 31, 2006

<b>Technician II</b> • Performance of maintenance, preventative maintenance or alterations for which this repair station is rated	2	• Understands, reads and writes English • Has experience through training, knowledge, employment history or practical tests necessary to perform the scope of work assigned • Understands the methods, techniques and practices outlined in the manufacturer's maintenance documents, Airworthiness Directives, Service Bulletins, Service Letters and other data acceptable to or approved by the FAA • Understands the procedures set forth in this manual for documenting the work performed • Capably perform Technician I duties	See Section 3.3.7 on page 3-8 of the Repair Station Manual
<b>Technician I</b> • Performance of maintenance, preventative maintenance or alterations for which this repair station is rated	1	• Understands, reads and writes English • Properly executing the duties assigned • Performs maintenance and alteration tasks on civil aviation articles in accordance with the current technical data provided in the manufacturer's Instructions for Continued Airworthiness, Service Bulletins, Service Letters, Airworthiness Directives, government and industry standard practices and other data acceptable or approved by the FAA • Ensures that they are thoroughly familiar with all tools and equipment, including inspection aids, used within their assigned area of responsibility	See Section 3.3.7 on page 3-8 of the Repair Station Manual
<b>Clerk</b>	1	• Understands, reads and writes English • Properly executes the duties assigned • Has experience through training, knowledge, employment history or practical tests necessary to perform the scope of work assigned • Is proficient in using the tools, equipment and inspection aids applicable to the scope of work assigned • Understands the procedures set forth in this manual and company procedures for documenting the work performed	See Section 3.3.10 on page 3-9 of the Repair Station Manual
<b>Machinist</b>	2	• Understands, reads and writes English • Properly executing the duties assigned • Has experience through training, knowledge, employment history or practical tests necessary to perform the scope of work assigned • Understands the procedures set forth in this manual	See Section 3.3.11 on page 3-10 of the Repair Station Manual

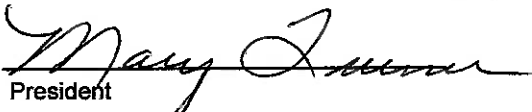
## 2.4 Minimum Standards

Minimum standards are required for every individual employed by the repair station. The company considers the following as minimum standards:

- Language (read, write, speak and understand English)
- Arithmetic (perform basic arithmetic, such as add, subtract, multiply, divide)
- Color recognition (recognize and distinguish yellow, red, green and blue)
- Physical (acceptable vision with corrective lenses and legible handwriting; capable of lifting 40 pounds)
- Vocabulary (understand basic terminology used in their functional job area)

Minimum standards are verified during the hiring process and documented on the Employee Assessment form.

Waivers for any of the minimum standards must be based upon demonstrated competence to ensure the capability of performing assigned tasks.

APPROVED:   
President

Revision Number	Initial Release
Revision Date	
Original Issue Date	December 31, 2006



## SECTION 3: TRAINING

The repair station ensures that its employees have the body of knowledge needed to fulfill the requirements of their assigned job functions. This section describes the training standards, types of training, and approval processes used to evaluate and provide that body of knowledge.

### 3.1 Types of Training

The company may use any of the following methods to ensure its employees have the body of knowledge necessary to fulfill their tasks.

- Classroom
- Seminars
- Workshops
- Self Study
- Case Studies
- On-the-Job-Training (OJT)
- Tutoring
- Mentoring

The training provided will be documented in the employee's record for proper verification of capability.

### 3.2 Topics Offered

The training topics used by this repair station are listed in the Topic Cross-Reference Table. Each topic is identified if it is:

- Required for new employees (Indoctrination)
- Required recurrence, including frequency (Recurrent)
- Required for certain jobs (Initial/Remedial)
- Mandatory


Recurrent training will be given whenever changes occur to the following:

- Personnel Handbook
- Repair Station Manual & QA/QC System
- FAR's: General (Parts 21, 43, 121, 135, & 145)  
Company / Job Specific (Parts 23 & 25)
- Accessory Overhaul/Repair

Recurrent training will be given during the first week of April, each year, in the following categories:

- Human Factors
- Calibration Procedures & Tooling
- OSHA / Hazmat / Company Safety Requirements

3-1

APPROVED:   
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

Topics approved for use by this repair station are listed in the Training List. All topics on the Training List will be approved by Management. Each is described, including:

- Course or topic name
- Curriculum or area covered
- Skills and knowledge obtained
- Providers of the course (or how the subject will be provided)

Employees may obtain permission to take alternative courses that achieve the same skill or knowledge as offered by the repair station. These alternative courses must be reviewed and approved by Management.

In addition to generalized training, all employees will have human factors training. This training is to include the following elements:

- General/introduction to human factors
- Safety culture/organizational factors
- Human error
- Types of errors in maintenance task
- Human reliability
- Human performance and limitation
- Workload management

### 3.3 Topic or Course Approval Process

The Quality Assurance Manager is responsible for approving training topics and courses, subject content, internal instructors, outside providers and type of training that will be available (classroom, on-the-job, tutoring, mentoring, external.)

All topics will have the following items documented as appropriate to the subject being taught:

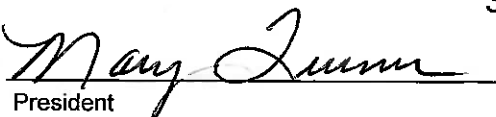
- Title, including short description and topic covered
- Objectives, including level of expertise, pre-requisites, and results expected
- Curriculum, including outline and topics covered. Curriculum for in-house training are documented on an In-House Training Curriculum form
- Course material, including references used, tools required, and handouts
- Tests to demonstrate comprehension and retention
- Course critique to evaluate the course. Course critiques for in-house training courses are documented on a Training Course Critique form.

If the information is not provided by the outside source, it may be completed by the Quality Assurance Manager or by persons attending the class or course.

The approval process for training is as follows:

3-2

APPROVED:

  
President

Revision Number

01

Revision Date

March 09, 2009

Original Issue Date

December 31, 2006

- Anyone can recommend a topic or course.
- Provide a completed Outside Provider Course Approval form or In-House Training Curriculum form to the Quality Assurance Manager.
- The Quality Assurance Manager evaluates the course by reviewing documentation, attending the class, or other means to ensure the appropriate information will be provided.
- The Quality Assurance Manager signs the Outside Provider Course Approval form, or the In-House Training Curriculum form, identifying approved or not approved.
- The course is added to the Training List.

At any time, a course may be removed from the Training List. The Quality Assurance Manager is responsible for regularly reviewing the Training List, and removing courses that are no longer valid for the company's operations.

### 3.4 Instructor Approval Process

The Accountable Manager is responsible for approving instructors used in in-house training courses. All instructors that impart information under the training program must:

- Have experience in the topic
- Demonstrate knowledge of the topic
- Demonstrate teaching ability for the topic

The approval process for instructors is as follows:

- Anyone can recommend an instructor.
- Instructors are approved for each topic.
- Provide a completed Instructor Approval form for each person.
- The Accountable Manager evaluates the instructor by reviewing documentation, attending the class, or other means to determine that the individual is capable of imparting information as required by the topic.
- The Accountable Manager signs the Instructor Approval form, identifying approved or not approved.
- The instructor is added to the Instructor Roster for the particular topic.

At any time, an instructor may be removed from the Instructor Roster. The Accountable Manager is responsible for regularly reviewing the Instructor Roster, and removing instructors that are no longer providing services on a particular topic.

### 3.5 Mandatory Courses

Courses may be identified as mandatory in the Training Topic Cross-Reference Table. At a minimum the Table will include training courses, subjects or topics that are required by federal, state or local laws and regulations, and those required by contract.

The Accountable Manager is responsible for establishing mandatory training to meet legal obligations.

APPROVED: Mary Lunn  
President

Revision Number	01
Revision Date	March 09, 2009
Original Issue Date	December 31, 2006

## SECTION 4: EMPLOYEE TRAINING PROCESS

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Each employee who is assigned to perform or support maintenance, preventive maintenance, or alternations, and inspection functions will be capable of performing the assigned task. The company ensures that employees are capable by assessing their abilities against job qualifications, and fills any gap with training. This section describes that assessment process.

### 4.1 Responsibility

Management is responsible for all aspects of employee training including:

- Establishing training standards.
- Developing and implementing a training program.
- Making employees aware of the program and their responsibilities in it.
- Ensuring that this training program and its procedures are used appropriately.
- Comprehensively assessing all employees using the program, and ensuring that an appropriate training plan is established for each employee.
- Ensuring that all records are accurately documented and filed in a timely manner.
- Regularly monitoring the program to ensure compliance.
- Continuously improving the program.
- Reviewing the program for currency and adequacy on an annual basis.

Each employee is responsible for:

- Accurately and honestly demonstrating their capabilities as necessary.
- Attending, actively participating, and successfully completing required training.
- Fulfilling their training plan obligations.
- Ensuring that their training records are accurately documented and filed in a timely manner.

A Responsibility Matrix identifying who is responsible for specific training program activities is kept on file along with this company's repair station roster.

### 4.2 Employee Assessment Process

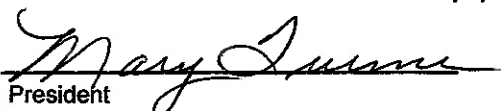
To determine training needs, each employee's abilities will be assessed against the requirements of the job by analyzing:

**The job.** Determine the job function and level of expertise, and obtain the skills and knowledge required for this job as stated on the Job Position form.

**The employee.** Evaluate the employee by qualification, previous training, examination and/or on-the-job observation to determine the skills and knowledge possessed and complete an Employee Assessment form. Use an Employee Assessment Form to document the employee's demonstrated capability.

4-1

APPROVED:

  
President

Revision Number

Initial Release

Revision Date

Original Issue Date

December 31, 2006

**The gap.** Analyze the gap between the employee's current skills and knowledge as stated on the Employee Assessment, and the skills and knowledge required for the job as stated on the Job Position to determine which courses are required in order to provide the employee with the additional capability to perform his assigned duties. Document the plan on an Employee Training Plan form.

**The training.** Schedule the employee for classes listed on the Employee Training Plan. After the employee has successfully completed each training session, document the success on an Employee Training Record.

Assessment is required under the following conditions:

- New employee joins the company.
- Current employee transfers to a new job, or is assigned a task to which s/he is unfamiliar or has no previous training.
- Change in factors that affect the repair station, including the introduction of a new process, method, material, tool, or aircraft model, system, or component.
- Setting a baseline for current employees to ensure they are compliant with policies, procedures and regulations.
- Current employee demonstrates a lack of knowledge or skill .

#### 4.3 Waivers

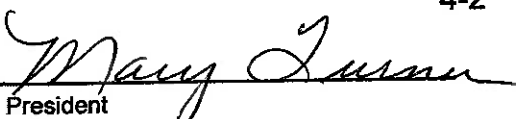
Attendance at a training course may be waived if the employee can demonstrate the knowledge and skills necessary to successfully perform assigned tasks, operations will not be impacted, and management approves.

A waiver may be granted under certain conditions. All of the following are required for a waiver to be granted, and are documented on an Employee Waiver form:

- A written request for the waiver stating the specific item to be waived.
- Verification that no impact on operations have occurred recently.
- Verification that no new impact on operations is expected.
- No warranty or work corrections are required of the particular employee.
- Demonstration of one or more of the following pertaining to the topic for which the waiver is requested to ensure that the employee has the body of knowledge necessary to successfully perform their assigned tasks:
  - A passing score on a training course exam.
  - An actual demonstration.
- Management approval.

No waivers may be provided for mandatory training that is required by law.

4-2

APPROVED:   
President

Revision Number	Initial Release
Revision Date	
Original Issue Date	December 31, 2006

## SECTION 5: FORMS

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The following forms are used in this training program:

- Topic Cross-Reference Table
- Training List
- In-House Training Curriculum
- Outside Provider Course Approval
- Instructor Approval
- Instructor Roster
- Training Critique
- Employee Assessment
- Employee Training Plan
- Employee Training Certificate
- Employee Training Record
- Training Waiver

These forms are maintained in a separate manual entitled Training Program Forms and Form Instructions Manual. Each form has a name and number, and will be tracked by revision date.

5-1

APPROVED: <u>Mary Quinn</u>	Revision Number	Initial Release
President	Revision Date	
	Original Issue Date	December 31, 2006