U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION
National Policy

ORDER 3100.7A

Effective Date:
10/03/09

SUBJ: AVIATION SAFETY TRAINING DOCTRINE

1. **Purpose of this Order.** This order provides direction for the management of Aviation Safety (AVS) training programs.

2. Audience. All AVS services and offices (S/Os).

3. Where to find this order. The order is available on the MYFAA employee website at https://employees.faa.gov/tools_resources/orders_notices/.

4. **Vision**. To equip the AVS workforce with the knowledge, skills and abilities to advance aviation safety and meet the needs of AVS stakeholders.

5. Training Principles. The AVS training organizations in the services and offices adhere to the following principles:

   a. **Organizational Goals Drive Training**. Training aligns with and supports the attainment of the FAA and AVS organizational goals and safety mission.

   b. **Focus on Quality**. Processes and products meet or exceed quality management standards and reflect a commitment to continuous improvement in meeting stakeholder needs.

   c. **Curriculum Management**. Manage training programs as a system of related training activities to build and maintain the full range of required competencies within S/Os and across AVS.

   d. **Foster a Learning Environment**. Create an environment conducive to learning. Engage learners in training and view training participation throughout the organization as a critical job responsibility.

   e. **Leverage Resources and Improve Standardization**. Effectively collaborate, communicate, and apply resources across S/Os to meet training goals and improve standardization and integration across training programs. Work collaboratively with the AVSTC and AVS ITS Team to ensure that training decisions are made with consideration of the full cost measured against the relative benefits to the organization.

   f. **Strong Internal and External Stakeholder Involvement**. To the highest extent possible, ensure the involvement of individuals and organizations that have an impact on or are impacted by AVS training programs.

g. **Ready Access**. Maximize use of alternative delivery strategies and training technology in order to increase training availability, increase job readiness, maintain currency, reduce time to attain full performance, and respond to evolving training requirements.

h. Apply Best Practices. Identify, learn from, and adopt leading industry best practices.

i. **Evaluate**. Systematically collect and analyze quantitative and qualitative data in order to assess the effectiveness of training and related processes.

6. **Roles and Responsabilities.**

a. AVS Training Council. This doctrine establishes the AVS Training Council (AVSTC), chartered by AVS-1 and comprising a manager from each AVS S/O. The Director of AQS or his/her designee sponsors the AVSTC. The members of the AVSTC represent their respective S/Os and hold decision-making authority for that S/O. The AVSTC meets at least quarterly and reports to the AVS Management Team (AVSMT) at least annually to ensure that AVS maintains a world-class training program. AVSTC duties are defined in the AVS Training Council Charter. AQS-500 maintains the Charter for the AVSTC.

b. AVS Services and Offices. Consistent with their mission, size, and resources, each S/O is responsible for carrying out the AVS Training Doctrine through the following activities:

　　　1) Apply the vision, principles, and program management standards established in this order.

　　　2) Collaborate with the AVSTC and AVS ITS Team to ensure that training programs are standardized and consistent across AVS.

　　　3) Participate in training workgroups as appropriate.

　　　4) Develop and maintain their own guidance to provide adequate training within their organization.

　　　5) Comply with AVS QMS System Level Process requirements as they relate to training.
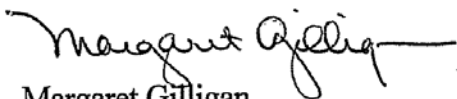
 c. AQS-1. AQS-1 carries out the following tasks:

　　　1) Ensures that a sponsor and adequate funding are identified for AVS-wide strategic training initiatives.

　　　2) Ensures this order is kept current and meets the needs of the AVS community.

　　　3) Serves as the primary interface between the AVSTC and the AVSMT.

d. AVS Integrated Training Solutions (ITS) Team. The AVS ITS Team carries out the following tasks:

1) Implements, manages, and evaluates AVS-wide strategic training initiatives.

2) Monitors new AVS-wide and cross S/O training projects; analyzes their impact on AVS as whole with the ATW, and presents recommendations to the AVSTC.

3) Provides oversight for the development, delivery, scheduling, and maintenance of AVS-wide training projects (e.g., SMS, QMS, AVS-wide IT deployments) working collaboratively with the S/Os and contractors as necessary.

4) Works together with the AVSTC and the AVS S/Os to improve training development and delivery methods and procedures and assure the effective and efficient use of training resources across S/Os.

5) Creates and maintains a framework to ensure appropriately matched training to the level of knowledge required.

6) Creates and maintains a framework to foster an agile training function capable of rapid deployment.

7) Makes eLearning accessible to all AVS employees and designees as required.

8) Promotes one AVS with consistent messages, shared processes, and cooperative training-related activities.

7. Authority to Change this Order.. The Office of Quality, Integration, and Executive Services (AQS) has authority to issue revisions to this order.

8. Distribution. This doctrine is distributed to all services and offices in AVS.

Margaret Gilligan
Associate Administrator of Aviation Safety

Appendix A. Definitions.

For the purposes of this doctrine, the following definitions apply.

  a. AVS Training Council (AVSTC). A standing group of managers from each Service and Office in AVS chartered by AVS-1 to define basic policies and strategies about how training will be managed and integrated across AVS services and offices (S/O), and to provide oversight and approval for the Integrated Training Solutions (ITS) Program activities, and approval for the AVS Training Workgroup (ATW) activities. The members of the AVSTC represent their respective S/Os and hold decision-making authority for that S/O. This includes strategic planning and decision-making for training programs that benefit all AVS S/Os.

  b. **AVS Integrated Training Solutions (ITS) Team.** A team established to carry out the goal of the AVS Integrated Training Solutions (ITS) Program: to manage and maintain AVS-wide strategic training initiatives to optimize training management and accountability across AVS training functions in alignment with the AVS vision and mission.

  c. AVS Training Workgroup (ATW). The role of the ATW is to provide advice and facilitate service-level operational deployment. The purpose is to collaborate and communicate the AVS S/Os training needs and plans; and to support the implementation of AVS strategic training initiatives at the individual service level.

  d. Competency. The requisite knowledge, skills and abilities, or a specified level of mastery.

  e. Best Practices. Proven, effective practices from government, academia, and industry for training design, development, and administration.

  f. Learning solutions. Planned training, work experiences, or other resources and activities designed to meet specific learning needs. Similar to training but refers more broadly to any kind of activity or tool that supports learning.

  g. **Quality Management Standards**. Expected performance qualities and characteristics for a given business process or operation. Establishes an agreed-upon level of quality required to meet mission and business goals.

  h. **Sponsor**. An organization or individual that is designated as the responsible agent for the technical content of a given training course or program.

  i. Stakeholder. An organization or individual involved in or impacted by a given training course or program and whose perspective on the content and design of that training needs to be understood and factored into the training content, design, delivery, and evaluation.

  j. **Strategic Training Initiatives.** AVS-wide training-related performance tasks and projects that are prioritized and scheduled for implementation according to the 5-Year *AVS Strategic Training Plan*.

  k. **Training**. An organized program of instruction designed to achieve defined learning objectives. Training is provided through a variety of methods, including classroom programs, computer-based training, web-based training, and other forms of distance learning, on-the-job training, job aids, manuals, and other training materials or events.

Appendix B. AVS Training Council Charter

This charter describes the responsibilities and authorities of the Aviation Safety Training Council (AVSTC). The Associate Administrator of Aviation Safety (AVS-1) authorizes this charter.

Purpose: The purpose of the AVSTC is to define basic policies and strategies about how training will be managed and integrated across AVS services and offices (S/O), and to provide oversight and approval for the AVS Integrated Training Solutions (ITS) Program activities, and approval for the AVS Training Workgroup (ATW) activities. This purpose includes strategic planning and decision-making for training projects that benefit all AVS S/Os.

The AVSTC charters the ATW to collaborate and communicate AVS S/O training needs and plans; and to support the implementation of AVS strategic training initiatives at the individual S/O level.

Background: AVS-1 chartered the AVSTC in February 2007 to provide direction for the management of AVS training programs under the AVS Training Doctrine Order 3100.7.

Scope of Responsibilities:

1.   Defines common AVS training standards, terms, and processes necessary to implement the training principles described in this order.

2.   Ensures information on S/O training needs and plans is shared, and provides mechanisms for collaboration among S/Os to develop and use common learning solutions that leverage corporate resources, promote standardization, and extend best practices.

3.   Ensures a standardized process for prioritizing AVS training requirements and determining the allocation of training resources in support of these priorities.

4.   Establishes and charters training workgroups as appropriate.

5.   Evaluates proposed AVS-wide training solutions and makes decisions on appropriate courses of action.

6.   Reviews and approves timelines, communication plans, implementation plans, and evaluation plans for AVS training strategic initiatives.

7.   Provides strategic direction and decision-making for the AVS ITS Program.

8.   Creates and maintains a framework to ensure appropriately matched training to the level of knowledge required.

9.   Develops recommendations for infrastructure to meet corporate AVS training requirements.

Specific responsibilities of the AVSTC, the ATW, and the AVS ITS Program are identified in APPENDIX A - AVS Training Organizations Working/Reporting Model – Roles and Responsibilities Matrices.

Membership: The AVSTC is made up of one representative from each AVS S/O – either a division-level manager or a manager who oversees the S/O's training function. The members of the AVSTC represent their respective S/Os and hold decision-making authority for that S/O. The Director of AQS or his/her designee sponsors the AVSTC. The AVS ITS Team Lead serves as facilitator and subject matter expert as necessary. The chair of the ATW serves as non-voting linking member to the AVSTC.

One AVSTC member will serve as the Chairperson and another AVSTC member will serve as the Vice-Chairperson; each for a one year term. All team members accept the fact that as AVSTC members they are responsible and accountable to the Chairperson for the performance of their AVSTC-related duties. The election cycle and succession process of these positions are as follows:

Election Cycle of AVSTC Chairperson and Vice-Chairperson:
- Chairperson/Vice-Chairperson both serve a one-year term.
- The one-year term begins January 1 and ends December 31.
- The Vice-Chairperson moves up to Chairperson position and a new Vice-Chairperson is elected.
- Election of the new Vice-Chairperson is completed by the end of November.

Process and Decision-Making: The AVSTC will meet regularly on at least a quarterly basis and will report to the AVSMT at least annually. The AVSTC will make decisions through consensus of the members to the extent practical. If consensus cannot be reached, the Chair may decide the direction that the AVSTC will take based on the inputs of the members. AQS-500 maintains the Charter for the AVSTC.
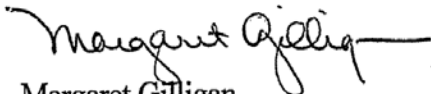
APPENDIX C - AVS Training Organizations Working/Reporting Model – Roles and Responsibilities Matrices

APPENDIX D - AVS Training Organizations Working/Reporting Model – Flow Chart

Authorization/Signature

This charter is effective from October 3, 2009 and will remain in effect until modified by AQS-1.

Approved by:

Margaret Gilligan
Associate Administrator of Aviation Safety

Appendix C. AVS Training Organizations Working/Reporting Model
Recommended Overall Roles/Responsibilities

	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
Governing Documentation	AVS Vision & Mission Order 3100.7 AVS Training Program Doctrine AVS Training Council (AVSTC) Charter Transition Roadmap to Future State of AVS Training Function 5-Year AVS Strategic Training Plan	AVS Vision & Mission Order 3100.7 AVS Training Program Doctrine AVS Training Council (AVSTC) Charter Transition Roadmap to Future State of AVS Training Function 5-Year AVS Strategic Training Plan	AVS Vision & Mission Order 3100.7 AVS Training Program Doctrine AVS Training Workgroup (ATW) Charter Transition Roadmap to Future State of AVS Training Function 5-Year AVS Strategic Training Plan
Purpose	Oversight and operational Manage the implementation and evaluation of AVS-wide strategic training initiatives in alignment with the strategic direction of AVS, working closely with the AVSTC and ATW. NOTE: The term "strategic training initiatives" in these matrices refers to the thirty-four future state recommendations as laid out in the AVS Roadmap to Future State of AVS Training Function: Transition Roadmap, October 28, 2008. Moving forward, these strategic training initiatives will be absorbed into the 5-Year AVS Strategic Training Plan.	Governance and strategic authority Define basic policies and strategies about how training will be managed and integrated across AVS Offices and Services (S/O). Develop recommendations for infrastructure to meet corporate AVS training requirements. Provide oversight of approved AVS ITS Program. Charters and provides oversight of the ATW.	Provide advice and facilitate service-level operational deployment Collaborate and share information about Service/Office (S/O) training needs and plans. Support the implementation of AVS-wide strategic training initiatives at the individual service level. Enable the development and use of commonly needed learning solutions across S/Os.

	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
Membership	1. AVS ITS Team Lead 2. Special Projects/Communications support staff (1) 3. ISD/Training & Development support staff (1) 4. eLMS PL1 Analyst (1)	1. Sponsor: AQS Director 2. AAI Representative 3. AAM Representative 4. AFS Representative 5. AIR Representative 6. AOV Representative 7. AQS Representative 8. ARM Representative 9. ASA Representative 10. ATW Chair (non-voting member) 11. AVS ITS Team Lead (Facilitator/SME/Minutes) Note: All are voting members except for the Sponsor, ATW chair and the AVSIT Team Leader.	1. Training Rep from each Service/Office (S/O) 2. AVS ITS Team Lead (Minutes) 3. 1 Representative from AQS-100 4. 1 Representative from AQS-200 5. AVS eLMS PL1 6. FAA Academy and other training provider(s) as needed Notes: Each S/O gets one vote. AVSTC selects ATW chair.
Meetings	On-going governance of the training function	Monthly	Monthly
Managing Change	Establish and manage training change management plans and timelines for strategic training initiatives in accordance with AVS Communication Program guidance and procedures. Create, coordinate, and manage communications plans for strategic training Initiatives. Create, coordinate, and manage implementation plans for strategic training initiatives. Collect and analyze feedback and measurement data.	Review and approve timelines, communications plans, implementation plans, change management plans, and evaluation plans for strategic training initiatives.	Review timelines, communications plans, implementation plans, change management plans, and evaluation plans for strategic training initiatives and provide feedback and recommendations to the AVSTC. Serve as POC for change management plans for strategic training initiatives within their respective S/Os, as necessary. Serve as POC to help collect feedback and measurement data within their respective S/Os, as necessary.

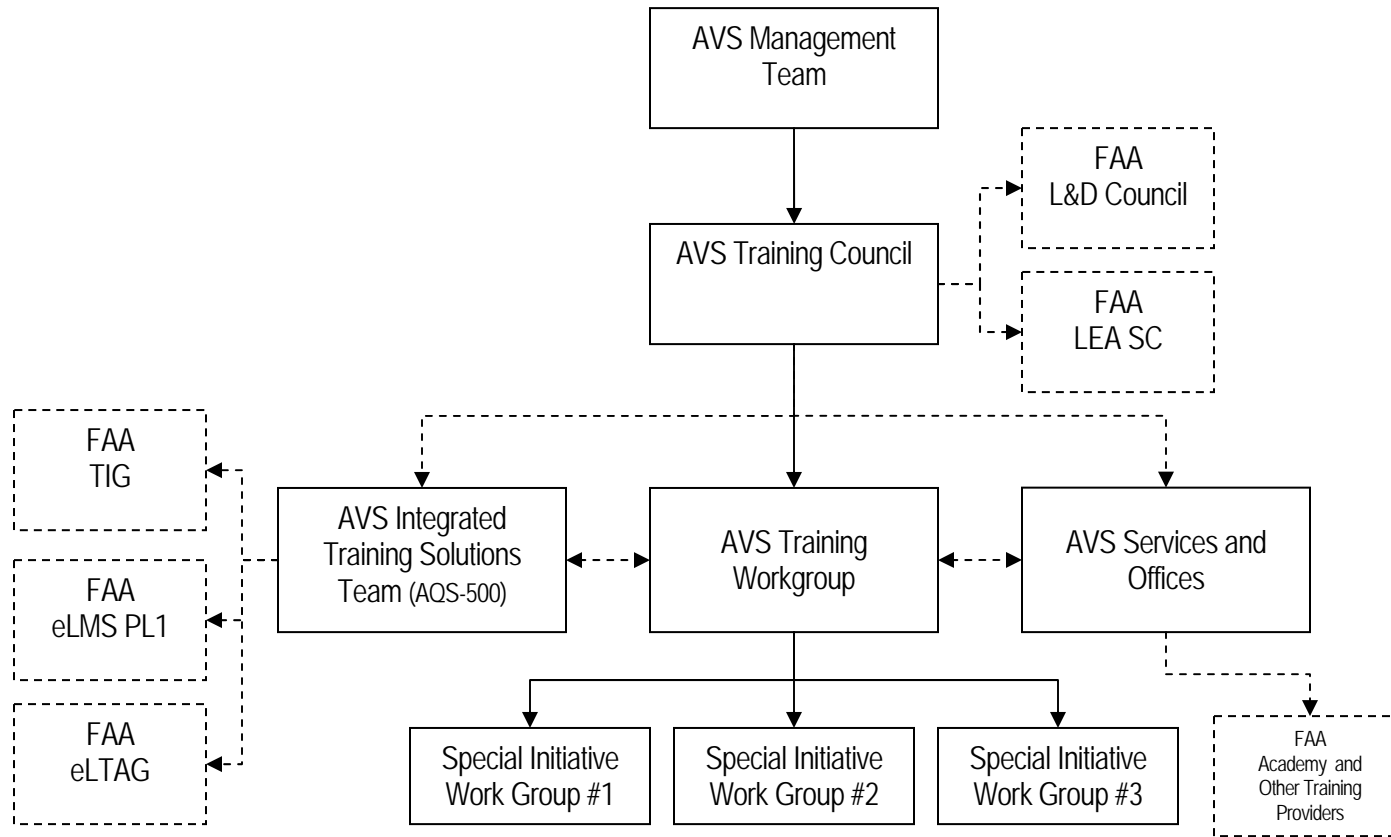|	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
Problem Resolution:	Document issues and problems and propose recommendations and solutions to the appropriate group. As necessary, address agency-level training plans and programs, analyze their impact on AVS as a whole with the ATW, and propose a single AVS response. Continually monitor existing and unresolved issues, both in AVS and at the agency-level and regularly report status to AVSTC and ATW.	Alert AVSMT to any issues/problems that need the organization's attention. Evaluate proposed AVS-wide training solutions and makes decisions on appropriate courses of action. Evaluate proposed solution to issues related to agency-level training plans and programs and decide on a single AVS response.	Alert the other S/Os in the ATW and if necessary, the AVSTC to issues/problems that need to be addressed. If the S/O is already addressing the issues, share that proposed solution with the rest of the ATW. Participate on resolution work team as requested by the AVSTC. As necessary, address agency-level training plans and programs, analyze their impact on AVS as a whole, and propose a single AVS response. Communicate issues/solutions to their respective S/Os as necessary.
Evaluation	Gather and analyze feedback and measurement data on the efficacy and quality of the AVS-wide strategic training initiatives for continuous improvement efforts per the AVS QMS program guidance. Report analysis to AVSTC in the annual *Performance and Accountability Report on the AVS ITS Program*.	Review feedback and measurement data in the annual *Performance and Accountability Report on the AVS ITS Program* and recommend initiatives for continuous improvement efforts per the AVS QMS program guidance.	Serve as POC to help collect feedback and measurement data within their respective S/Os, as necessary.
Reporting / Information Sharing:	Provide updates and share relevant information via monthly reports and monthly meeting briefings to ATW and AVSTC as necessary. Continually monitor new ideas, programs, and learning activities to eliminate duplication of effort where possible.	Provide updates and share relevant information via reports and meeting briefings to AVSMT at least annually. Provide updates and share relevant information via reports and meeting briefings to respective S/Os.	Provide updates and share relevant information via monthly ATW meetings. Members share their S/O's training-related activities with the ATW and report ATW news and activities back to their S/Os. Continually share new ideas, programs, and learning activities with ATW to eliminate duplication

	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
	Develop the annual *Performance and Accountability Report on the AVS ITS Program*.	Report to AVS representative on the FAA Learning & Development (L&D) Council so that he or she can bring AVS training-related issues and solutions to the attention of the FAA L&D Council.	of effort where possible. Share training resources (e.g. Web-page and document templates, training development and delivery standards) with other S/Os where possible to leverage available resources and avoid duplication of effort.
Processes and Procedures Management:	Develop AVS-level ISO processes for cross-functional, training-related processes and procedures. Handle configuration management of AVS-level training-related ISO processes (update master copy as changes are made, determine how changes in one document impact changes in other documents, revise all AVS-level training-related ISO processes as needed and manage version control release). Gather and analyze feedback on the efficacy and quality of the AVS-wide strategic training initiatives for continuous improvement efforts per the AVS QMS program guidance. Develop and maintain a 5-year *AVS Strategic Training Plan* that is updated annually. Maintain the Aviation Safety Training Doctrine (Order 3100.7) for the Office of Quality, Integration, and Executive Services (AQS).	Annually review and revise 5-year *AVS Strategic Training Plan*. Annually review AVSTC Charter and propose any necessary revisions to AVS-1. Coordinate the S/O review and approval for AVS-level training-related ISO processes/work instructions. Charter workgroups in support of AVS-wide strategic training initiatives as needed.	Annually review the ATW Charter and propose any necessary revisions to the AVSTC. Submit existing training-related ISO processes to AVS ITS Team. Inform the other S/Os on the ATW if substantive changes are made to a training-related ISO process.

	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
Financial Management:	Develop and justify performance plan and budget of the AVS ITS Program to the AVSTC. Execute, and monitor the AVS ITS Program's operating budget to fund strategic training initiatives. At least annually, collect, review, and consolidate total-cost-of-training and budget information from each S/O; present the financial reports to the AVSTC. Work with the AVS LDR Program Manager and the ATW to refine, revise, and document project LDR accounting codes to capture training activities and the associated costs more efficiently and accurately.	Review and approve performance plan and budget of the AVS ITS Program; report to AVSMT as necessary. Review AVS report of total-cost-of-training and budget information; report training-related financial data to AVSMT at least annually. Review and approve LDR recommendations made by the AVS ITS Team and the AVS LDR Program Manager.	Coordinate the preparation of a total-cost-of-training and budget report from their respective S/Os and submit to ITS Team. Communicate information about LDR decisions and changes to their respective S/Os.
AVS-wide Training and Cross-Organizational [1] Technical Training:	Work with ATW to prioritize AVS-wide training activities and strategic training initiatives. Present to AVSTC for approval. Monitor new AVS-wide and cross-organizational technical training projects; analyze their impact on AVS as a whole with the ATW, and present recommendations to the AVSTC. Identify and mitigate duplication of training-related programs and efforts across S/Os.	In alignment with AVS Business Plan goals, review and approve the recommendations developed by the AVS ITS Team and ATW for strategic training initiatives selection and prioritization. Review and prioritize year-ahead training projects and identify how the projects will be funded and resourced using a *to-be-developed* standardized planning, programming, and budgeting process in alignment with AVS Business Plan goals.	Work with AVS ITS to prioritize AVS-wide training activities and strategic training initiatives. Review AVS-wide training projects with AVS ITS Team; develop recommendations for lead responsibility and how the projects will be funded and resourced.

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[1] Cross-organizational technical training refers to safety-related technical training that contains content that applies to two or more AVS S/Os.

	Integrated Training Solutions (ITS) Program	AVS Training Council (AVSTC)	AVS Training Workgroup (ATW)
	Ensure that all training-related projects follow instructional system design (ISD) principles as appropriate. Provide oversight and administrative support to sub-groups and workgroups.		
FAA Training Group Representation	Recommend AVS representational needs for FAA training groups/initiatives, sub-groups and special committees; recruit S/O reps for relevant groups/initiatives. Report to appropriate body on the status of training programs and initiatives outside of AVS.	Review and approve requests for AVS representation on FAA training groups/initiatives, sub-groups, and special committees; assign S/O reps to relevant groups/initiatives. Report status of these initiatives to the AVSMT, as necessary. Coordination of FAA Training Integration Group (TIG) initiatives feasibilities are determined and delegated to appropriate level AVSTC Vice-chair serves as the FAA Representative on the FAA Training Integration Group (TIG). An AVSTC member serves as the AVS representative on the LEA SC. AVSTC chair supports the AVS representative to the FAA L&D Council.	Serve on FAA training groups/initiatives, sub-groups, and special committees as assigned by AVSTC. Report back to other S/Os at the ATW meeting on any useful information from participation in these groups; report status of these initiatives to the AVSTC (standing agenda item of AVSTC meetings). An ATW member serves as the AVS representative to the PL1 workgroup and the eLTAG.

Appendix D. AVS Training Organizations Working/Reporting Model – Flow Chart

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                          │  AVS Management  │
                          │      Team        │
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                                   │                    │      FAA         │
                                   │                 ┌─▶│   L&D Council    │
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                          │  AVS Training    │───────┤  ┌──────────────────┐
                          │    Council       │       │  │      FAA         │
                          └──────────────────┘       └─▶│    LEA SC        │
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│   FAA    │      │  AVS Integrated  │   │ AVS Training │   │ AVS Services │
│   TIG    │◀ ─ ─ │ Training Solutions│◀ ─▶│  Workgroup   │◀ ─▶│ and Offices  │
└──────────┘      │  Team (AQS-500)  │   └──────────────┘   └──────────────┘
                  └──────────────────┘
┌──────────┐
│   FAA    │◀ ─ ─
│ eLMS PL1 │
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│   FAA    │◀ ─ ─
│  eLTAG   │
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│ Special Initiative│  │ Special Initiative│  │ Special Initiative│  │       FAA        │
│  Work Group #1   │  │  Work Group #2   │  │  Work Group #3   │  │  Academy and     │
└──────────────────┘  └──────────────────┘  └──────────────────┘  │ Other Training   │
                                                                   │   Providers      │
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Acronym Key

TIG: Training Integration Team
eLMS PL1: eLearning Management System Primary Lead 1 Team
eLTAG: eLearning Technical Advisory Group
L&D Council: Learning and Development Council
LEA SC: Learning Enterprise Architecture Steering Committee