



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

**ORDER
3100.7**

Effective Date:
February 8, 2007

SUBJ: Aviation Safety Training Doctrine

1. **PURPOSE.** This order provides direction for the management of AVS training programs.
2. **DISTRIBUTION.** This doctrine is distributed to the Office and Service levels in Washington headquarters, and to the branch level in the Office of Aerospace Medicine (AAM) Aircraft Certification Service (AIR), and Flight Standards Service (AFS).
3. **AUTHORITY TO CHANGE THIS ORDER.** The Office of Quality, Integration, and Executive Services (AQS) has authority to issue revisions to this order.
4. **DEFINITIONS.** For the purposes of this doctrine, the following definitions apply.
 - a. **AVS Training Council (AVSTC).** A standing group of representatives from AVS chartered to leverage training resources and improve standardization across Offices and Services.
 - b. **Competency.** Demonstrated ability to apply knowledge and skills.
 - c. **Industry Best Practices.** Proven, effective practices from government, academia, and industry for training design, development, and administration.
 - d. **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.
 - e. **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.
 - f. **Sponsor.** An organization or individual that is designated as the responsible agent for the technical content of a given training course or program.
 - g. **Stakeholder.** An organization or individual involved in or impacted by a given training program and whose perspective on the content and design of that training needs to be understood and factored into the training content and design
 - h. **Training.** An organized program of instruction designed to achieve defined learning objectives. Provide training through a number of means, including classroom programs, computer-based training, and other forms of distance learning, on-the-job training, job aids, manuals, and other training materials or events.

5. **VISION.** To continually maintain a world-class training program that directly supports aviation safety by providing learning solutions that meet the evolving needs of the AVS workforce and customers.
6. **TRAINING PRINCIPLES.** The AVS training organizations 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 customer needs.
 - c. **Curriculum Management.** Manage training programs as a system of related training activities to build and maintain the full range of required competencies.
 - 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 Services and Offices to meet training goals and improve standardization and integration across training programs. 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 Training Industry Best Practices.** Identify, learn from, and adopt leading industry practices.
 - i. **Evaluation.** Systematically collect quantitative and qualitative data in order to assess the effectiveness of training and related processes.
7. **TRAINING PROGRAM MANAGEMENT.** Manage training according to established AVS standards consistent with the mission, size, and resources of each AVS Office and Service
8. **ROLES AND RESPONSIBILITIES.**
 - a. **AVS Training Council.** This doctrine establishes the AVS Training Council (AVSTC), chartered by AVS-1 and comprising at least one executive/senior manager from AFS, AIR, and AOV. The Director of AQS or his/her designee chairs the AVSTC. The AVSTC meets on an established

schedule and reports to the AVS Management Team (AVSMT) at least annually to ensure that AVS maintains a world-class training program. AQS-500 maintains the Charter for the AVSTC. The AVSTC:

- (1) Defines common AVS training standards, terms and processes necessary to effectively implement the training principles described in this order.
- (2) Ensures information on Service/Office training needs and plans is shared, and provides mechanisms for collaboration among Services/Offices to develop and use common learning solutions that leverage corporate resources, promote standardization, and extend best practices.
- (3) Develops recommendations for the AVSMT on criteria and processes for prioritizing corporate AVS training requirements and for allocating corporate AVS training resources to support priorities.
- (4) Develops recommendations, in coordination with AQS-1, for designing, developing, and deploying learning systems to effectively meet corporate AVS training requirements, as well as technical training requirements affecting multiple AVS Services/Offices.

b. **AVS Service/Office.** Consistent with their mission, size, and resources, each Service and Office 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 one another where feasible, to ensure that training programs are standardized and consistent across AVS and that stakeholders are involved.
- (3) Develop and maintain their own guidance to provide adequate training within their organization.
- (4) 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 corporate-level 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.



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CHARTER AVS TRAINING COUNCIL

This charter describes the responsibilities and authorities of the AVS Training Council (AVSTC). This charter is authorized by AVS-1. The purpose of the AVSTC is to define basic policies and strategies for how training will be managed and integrated across AVS Offices and Services.

Background: Currently, an informal, unchartered AVS Training Group meets to coordinate and integrate training and to ensure that training aligns with the strategic direction of AVS. The AVS Training Doctrine formalizes the AVSTC.

Scope of Responsibilities: The AVSTC will ensure information on Service/Office training needs and plans are shared by providing opportunities for collaboration among Services/Offices to develop and use commonly needed learning solutions. The AVSTC will ensure that Service and Office level training programs align with the AVS Training Doctrine.

Specific responsibilities for the AVSTC are as follows:

1. Bring critical AVS training issues/problems to the attention of the AVS Management Team through AQS-1.
2. Define methods for sharing training program information among AVS Services and Offices and coordinate training/learning activities where possible to avoid duplication of effort and to improve processes and procedures.
3. Prescribe the use of common LDR project and activity codes to capture training activities and the associated costs more effectively.
4. Recommend to the AVSMT criteria and processes for prioritizing AVS corporate training; apply approved criteria and processes as appropriate to identify corporate AVS training priorities.
5. Recommend assignment of responsibility for developing and deploying AVS corporate training and cross-organizational technical training.
6. Define efficient and streamlined processes for managing AVS corporate training funds.
7. Determine AVS representational needs for other FAA training groups/initiatives.
8. Charter the AVS Training Workgroup and other subgroups as necessary.
9. Revisit the Charter annually.

Membership: The Director of AQS or his/her designee will chair the AVSTC. The AVSTC will comprise at least one executive/senior manager from AFS, AIR, and AOV. Representatives must have a working knowledge of training or Human Capital issues and requirements. The AVSTC will involve other AVS Offices and Services on training issues as needed through the chartered AVS Training Workgroup. The AVSTC may

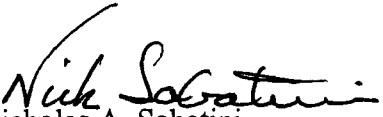
invite subject matter experts to participate with the AVSTC in order to clarify discussion items or provide input.

Process and Decision Making: The AVSTC will make decisions based on consensus of the members to the extent practical. In an event that consensus cannot be reached, the Chair may decide the direction the AVSTC will take based on the inputs of the members. The AVSTC will meet on an established schedule and will report to the AVS Management Team at least annually.

Authorizations/Signatures

This charter is effective the 8 day of February 2007 and will remain in effect until modified by AVS-1.

Approved:


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