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September 29, 2010

Mr. Marty Segari  
FAA Accountable Manager  
Leach International-North America  
6900 Orangethorpe Avenue  
Buena Park, CA. 90620

Dear Sir:

This Letter of Approval is being sent to you due to a change in the Order 8900.1. Prior to this change, it was acceptable to stamp the List of Effective Pages (LOEP) to identify the Federal Aviation Administrations approval of submitted documents.

Therefore this letter is to inform you that as of 02/25/2010, the Leach International-North America Training Program Manual, revision B, and dated 02/19/2010 have been reviewed and approved as written.

Please place a copy of this letter in front of your manual.

If you have any questions/concerns, please contact me at the number listed above.

Regards,

A handwritten signature in cursive script that reads "Charles E. Johnson".

Charles E. Johnson  
Principal Maintenance Inspector

REV	DESCRIPTION	DATE	APPROVED
N/C	Initial Release	6/6/2007	KP
A	Update per FAA comments	7/28/2008	MS/VRN
B	SEE DCN 0151	02/19/2010	MS

**REPAIR STATION TRAINING PROGRAM MANUAL  
FOR**

**FAA APPROVED REPAIR STATION NO. FJ3D503L**

**Leach International North America**

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<b>MSC/RSM</b>		
<b>HR</b>		
		<b>DWG. NO. 512-0006-003-000</b>
		<b>REV. B</b>
		<b>SHEET 1 OF 11</b>

APPROVED:   
 Sr. Director, Quality Assurance


LEACH *International* - NORTH AMERICA  
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REVIEWED AND APPROVED

Charles E. Johnson AMI  
02-25-2010

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Sr. Director, Quality Assurance

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## INTRODUCTION TO THE TRAINING PROGRAM

This training program manual contains the policies and procedures Leach International uses to determine its training requirements and to develop its training program. The training program ensures each repair station employee has the knowledge and skills to capably perform assigned maintenance, preventive maintenance, and alteration tasks. The training program content in this manual ensures Leach International can respond to its employees' changing training needs.

Note: The corporate names of Leach International-North America (LINA), and Leach International function as Leach International's Repair Station No. FJ3D503L. These terms for the repair station are all interchangeable as utilized in this document.

This manual sets forth the procedures for Leach International to identify its training needs in a systematic manner, develop training and/or identify appropriate existing training, select the training methods, provide training, record training accomplishment, and measure the effectiveness of its training program.

Leach International controls this document in accordance with the procedures for document control described in this document under Section 7 and within the Repair Station RSM. A copy of this document and all revisions are provided to Leach International's certificate-holding district office (CHDO). The procedures for revising this document and submitting revisions to the FAA for approval are described in this document and in the Leach International RSM.

Leach International uses a closed loop system to ensure that the training requirements for the company and employees are identified, training standards are established, training is provided, and the training program is revised as necessary. Leach International's training program consists of the following basic components:

- Esterline-Leach International Repair Station Position Description Addendum as part of Human Resources personnel Job Description file
- A training needs assessment to identify Leach International's overall training needs and individual employee training needs
- The method for defining areas of study and/or courses/lessons made available to employees (RS-001 Repair Station Course of Study Matrix).
- The method for identifying training sources and methods available to employees for the areas of study, courses, and/or lessons.
- The method of documenting employee qualifications and training
- The methods used to measure the effectiveness of the training program and to make changes as necessary

The VP of Human Resources is responsible for ensuring Leach International complies with all of the components of its training program.

The FAA Repair Station-Accountable Manager (Sr. Director of Quality Assurance), Leach International has the overall authority for Leach International's training program as applicable to the repair station only. Any changes to the training program will also be coordinated with the VP of Human Resources located in Human Resources.

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**Definitions**

The following definitions are provided as a guide and for general explanation of terminology included in this manual and specific to the repair station training manual.

1. **Course.** A course is a set number of lectures, materials, or number of hours of study in a particular subject. For example, a course under the initial course of study for managers and supervisors may be “Repair Station Manual (RSM), Policies, and Procedures.”
2. **Course of Study.** A course of study, or curriculum, is a series of related separate courses in a subject area, such as the initial course of study for managers and supervisors.
3. **Course Outline.** A course outline, or syllabus, outlines the entire subject presented in an individual course. The course outline for the “Repair Station Manual, Policies, and Procedures” course may include the modules devoted to (1) The Repair Station Manual; (2) Repair Station Policies; and (3) Repair Station Procedures, with each module further broken down into subjects. For example, the “Procedure” module could include “Recordkeeping Procedures, Timekeeping Procedures, and Facility Security Procedures.”
4. **Course Module.** A course module is a set, logical, self-contained unit of a course. A course module may be given in one training session or lecture or spread over more sessions. Modules of the “Repair Station Policy and Manual Module” course may include (1) The Repair Station and Quality Control Manual (2) Repair Procedure for Return Goods Requiring Return to Service Tags (8130-3); and (3) FAA Repair Station Human Factor Training.
5. **Courseware.** Instructional material developed for each curriculum: Lesson plans, instructor guides, computer software programs, audiovisual programs, workbooks, aircraft or article technical manuals, and handouts. Courseware must accurately reflect curriculum requirements, be effectively organized, and properly integrated with instructional delivery methods.
6. **Employee Training Record.** The training records are sorted by course code and retained in Human Resources for Federal Aviation Administration (FAA) review for a minimum of 2 years. Thereafter they are archived and stored at a commercial offsite document storage facility for the remainder of the required seven years.
7. **Indoctrination.** Part of the initial training for all incoming personnel on general procedures that are unique to the repair station’s operation, maintenance and inspection systems, and regulatory compliance requirements. Indoctrination or orientation establishes a common core of knowledge among employees.
8. **Initial Training.** Establishes new employee technical skill level and is adjustable based on an assessment of their training, experience, and relevant certificates held. However, whenever changes to repair station ratings; new tools and equipment; materials; and new methods, techniques, and practices are introduced to current employees as recurrent training, the initial training requirements for new employees should be updated and existing employees should be provided abbreviated initial training on the new information.
9. **Instructor.** An individual competent in the training methods, techniques, and practices; and familiar with the subject being taught.
10. **Recurrent Training.** Repetitive training at specific intervals to refresh employee knowledge of repair station policies, programs, and regulatory requirements. Alternatively, changes to repair station ratings; new tools and equipment; materials; and new methods, techniques, and practices may be imparted to existing employees through recurrent training.

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11. Task. A piece of work to be done; an individual task that is part of the maintenance, preventive maintenance, and alterations required to return an article to service under the privileges of the repair station certificate and rating as assigned by appropriate management or supervisory personnel.
12. Task Levels. The areas defined in an articles technical data that comprise the division between maintenance, preventive maintenance, alterations, inspections, overhauls and other definitions, provide a clear indication of when a set of tasks is different from another set of tasks.
13. Testing and Checking. Methods for evaluating employees as they demonstrate a required level of knowledge in a subject, and when appropriate, apply the knowledge and skills learned in instructional situations to practical situations.
14. Training Categories. Training categories identify a distinct course of study such as indoctrination, initial, recurrent, remedial, and specialization training.
15. Training Hours. The total amount of time necessary to complete the training required by a curriculum segment. This must provide an opportunity for instruction, demonstration, practice, and testing, as appropriate.
16. Training Methods. Training methods identify how the training will be conducted and include formal classroom, computer-based, on-the-job, distance learning, and embedded training.
17. Training Program Characteristics. The training program characteristics are features of an overall good training program or good training program element, such as a needs assessment and program review.
18. Training Program Elements. An entire training program is made up of a number of different elements, such as the recordkeeping system, the initial course of study for mangers and supervisors, or the recurrent course of study for inspectors.
19. Training Sources. Training sources identify who conducts the training. Possible training sources are original equipment manufactures, Aviation Maintenance Technician (AMT) schools, operators and other repair stations, government agencies, and trade associations.

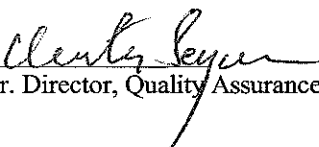
**SECTION 1. BACKGROUND**

Persons performing maintenance (including inspections), preventive maintenance, and alteration for the 14CFR Part 145 Repair Station must be assessed and trained in accordance with the Federal Aviation Administration (FAA)-approved procedures set forth in this manual. All other employees may be trained in accordance with the approved procedures of this manual at management discretion.

Leach International has an established training program that includes initial, recurrent, specialized, and remedial training areas of study for all of its employees.

Leach International further breaks down the training requirements for each staffing category based on job function requirements and experience levels. Leach International has established minimum training standards for its job positions and methods to assess an individual's skill level for each job function to determine training requirements.

The procedures in this manual enable Leach International to revise its existing training program to ensure it continues to meet Leach International's needs and produce training consistent with all regulatory requirements.

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**SECTION 2. TRAINING NEEDS ASSESSMENT**

Leach International's needs assessment is a two-part process that determines Leach International's overall training requirements, as well as individual employee training requirements.

**1. Overall Repair Station Needs.**

To determine its overall training requirements, the Repair Station Management must review Leach International's operations specifications (OpSpecs); capability list; Repair Station job position duties and responsibilities listed in the repair station quality manual; technical job functions and tasks; customer requirements; expected scope of work; and current employee experience levels.

This needs-assessment will result in a description of the knowledge and skill standards for each defined job position or function.

Employees will then be assessed against the standard established for the position and tasks assigned. If it is determined that an employee does not possess the knowledge and skills to perform maintenance (including inspection), preventive maintenance, or alteration task, appropriate training will be administered.

The courses of study, individual courses/lessons, and instruction are developed or qualified in accordance with section 3.

Leach International continuously evaluates its overall repair station training needs. However, Leach International will specifically revise the training program when:

- It identifies additional training needs.
- Changes to its ratings, facilities, equipment, or work scope require additional training areas, classes, or lessons.

**a. Identification of Training Needs.**

Leach International may identify additional training needs through:

- The needs assessment outlined in this manual
- FAA or other external agency oversight findings
- Investigations that lead to voluntary disclosures
- Routine or special quality assurance audits
- Findings from the Leach International Internal Evaluation Program
- Feedback from employees
- The results from audits related to maintenance human factors

The Repair Station Management shall conduct regularly review to the repair station training program, the training results and etc. for additional training needs. This review is conducted in conjunction with Human Resources.

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**b. Changes to Repair Station Work Scope**

Whenever Leach International plans to change its facilities, equipment, or scope of work as reflected in its OpSpecs or capability list, the Manager, Repair Station/MSC or Supervisor, Repair Station will conduct a review of its current training program. The need for additional training will be based on an analysis of the new work to be performed, the capability of employees, and the availability of in-house training.

Appropriate changes will be made to initial, recurrent, and specialized training areas of study, including existing courses or the addition of new courses, positions, and individuals requiring the training, and when the new training needs to be implemented and completed

**c. Annual Training Program Review/Repair Station Assessment**

An annual review/Repair Station Assessment of the training program will determine if Leach International has made any changes that might affect training and will analyze the measures of training effectiveness.

As a part of this annual review, Leach International (Supervisor, Repair Station and the Manager, Repair Station/MSC) will analyze its job position duty and task assignments, its employee experience levels, and the method of delivery for various courses, new training techniques, or commercially available courses. It will make any changes that are required to ensure employees are capable of performing assigned tasks in accordance with the procedures set forth in this manual.

**2. Individual Needs Assessment**

Leach International has established skill levels and qualifications for each job position based upon technical functions and tasks. In addition, Leach International has developed procedures to evaluate an individual and determine that he/she has the knowledge, experience, qualifications, skills, or training that establishes knowledge and skill standards to properly perform the work.

- Repair Station Management will conduct the individual needs assessment for each repair station employee based on repair station employee position description addendum.
- The training course(s) required for each repair station position is identified through needs assessment. The training courses required for each repair station position are maintained in PeopleSoft program located in Human Resources.

Whenever Leach International hires a new employee or transfers an employee to a new job position within the Repair Station, the employee's new supervisor and/or Supervisor, Repair Station will assess the individual's skill level and qualifications against the requirements for the assigned functions or tasks. The Manager, Repair Station/MSC, Supervisor, Repair Station, lead, and the HR Generalist determine what training is necessary and ensure the individual's training record is updated to reflect the assessment and training requirements. The employee's supervisor will also work with HR to ensure the necessary training is accomplished before the individual will perform any repairs within the repair station.

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**SECTION 3. COURSE DEFINITION**

The Repair Station Management, with support from VP of Human Resources and area Supervisor(s), will develop and revise areas of study, courses, and/or lessons based on the results of a training needs assessment.

1. A Course of Study will be developed to identify the entire scope of training available for a broad area of knowledge and skill requirements. It will include the appropriate number and level of courses or lessons to accomplish the defined objective. The areas of study will define the initial and recurrent requirements for the associated courses and lessons.

Initial training will be provided to an employee for the first time. Training will include a course in Human Factors, Suspected Unapproved Parts (SUP's) and any specialized training (soldering, etc.) as well as basic courses, lessons, or other requirements that form a part of the indoctrination training related to core subjects given at Leach International.

Recurrent training will be information that supports, expands, or refreshes initial training areas of study, courses/lessons, or other requirements.

Remedial training will be provided to ensure an employee who lacks demonstrated knowledge and skills has been provided the training necessary to properly accomplish assigned maintenance or alteration tasks.

2. All Courses/Lessons shall be recorded by developing the following information as necessary to capture the required knowledge or skill.

- Course/Lesson Title and Course Code
- Objectives
- Prerequisites
- Course outline
- Required hours or performance outcome for each topic or lesson
- Training material including handouts, regulations, manuals, tools, or equipment used
- Training source(s)
- Training method(s)
- Instructor(s)
- Instructor qualifications
- Method(s) of evaluation
- Other supporting information, as available such as instructor guides and courseware

The information required by this Section shall be developed for all areas of study and/or courses/lessons made available to employees. This includes training provided by the on-the-job methodology.

The information on courses and lessons from outside sources will be evaluated to ensure the

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availability of enough information to determine its capability to impart the information required by the repair station's needs assessment for the company or for the particular employee.

#### SECTION 4. SELECTION OF TRAINING METHODS AND SOURCES

Using the information developed during the course definition phase, Leach International will evaluate training method(s), source(s), and instructor(s) to determine whether the appropriate and necessary knowledge or skill will be transferred to employees.

##### 1. Training Methods.

The material to be presented, the level of personnel receiving the training, and alternatives available will be used to establish training methods for areas of study and/or courses/lessons. Leach International uses various methods to train its employees including:

- Formal classroom training
- On-the-job training (OJT)
- Self study
- Case study
- Computer-based training (CBT)
- Distance learning
- Embedded training
- External classes and courses

Leach International will use all available resources to provide the appropriate training. Many courses of study, courses, and lessons will be provided by more than one method. All methods will have a documented method of determining the amount of information that must be exchanged. Generally, this will be accomplished by completing the information required by Section 3 of this training manual. However, the validity of any particular method can be established by an evaluation of the employee's capabilities.

##### 2. Training Sources.

Sources available for training will be continually monitored to ensure Leach International is aware of its alternatives. When a new or revised training need is identified, the available options will be reviewed. This process may include consultation with the FAA PI, other repair stations, manufacturers, and local colleges for available training.

If the training will be conducted by an outside vendor, an outside course review will be conducted to ensure it provides appropriate information. The review will include an observation of training, a review of course outlines and materials, contact with previous training customers, and a review of instructor qualifications and experience. The extent of the review will be based on an informal risk assessment related to the criticality of the training and the ability of the repair station to assess the information imparted.

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**3. Training Instructors.**

Instructors shall be qualified based upon subject matter knowledge and teaching ability. Subject matter expertise can be established by experience, demonstrated knowledge, and/or certification. The ability to impart information can be determined by observation, demonstration, or experience. Leach International will use several forms to document instructor approvals and evaluations including Outside Provider Course approval, Instructor Rosters, and Instructor approval forms. Instructors will be evaluated and approved to instruct at Leach International by the Sr. Director of QA.

**SECTION 5. TRAINING DOCUMENTATION**

The VP of Human Resources is responsible for establishing the standards for the retention of training records for all Leach International employees that perform maintenance (including inspection), preventive maintenance, and alteration tasks. Leach International maintains an electronic summary of all training provided. Each electronic report includes, at minimum, the employee's name and Title/job function, Course Code, Course Title, the total time credited/duration, the date provided, the instructor, the location, and the Pass/Fail status of any associated examination if applicable. If the classroom examination evaluation is utilized, the criterion to pass the exam is 80%. If the trainee fails the test, the make-up course is scheduled and the trainee is allowed to re-take the test. Leach International will make the training records of employees performing maintenance (including inspection), preventive maintenance, and alteration tasks available to the FAA for review upon request.

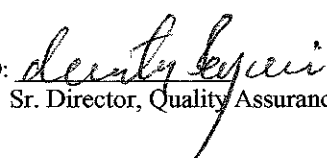
Leach International maintains the individual training records for as long as an employee is employed at Leach International and for two years thereafter.

**SECTION 6. MEASUREMENT OF TRAINING EFFECTIVENESS**

Functional Management in conjunction with the Repair Station Management will regularly evaluate each course for its content, time, and quality of the training, materials (courseware), training facilities, and instructor. This is accomplished through observation, examination results, and feedback.

The Sr. Director of QA will coordinate with repair station management to ensure Leach International reviews outside training vendors and in-house training courses. The Sr. Director of QA will work with Repair Station Management to resolve any discrepancies.

During the course design, Leach International developed a method to evaluate each employee's performance. This includes written, oral examinations, or manipulative skill tests. Additional methods of evaluation, post training, include: observation of job performance, on-the-job review of training received, and on-going evaluations of the employee to verify training effectiveness and information retention. The Supervisor, Repair Station will analyze the results of all course examinations to determine if any changes are required to establish a basis for determining whether the course met its objectives and provided the information necessary to ensure the employee was capable of performing assigned tasks. The training evaluation method is referred to Repair Station Course of Study Matrix.

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**SECTION 7. REVISION PROCESS**

Repair Station Management must read the training manual annually and periodically review its contents in order to maintain familiarity with its current provisions and provide recommendations for revision. Any repair station personnel who, in the performance of their duties, identifies a needed change in this manual shall contact the Repair Station Management who will implement the necessary changes. All pages will carry the same revision letter and date. Change notifications will be documented and stored to indicate the changes and nature of the changes. Manager, Repair Station/MSA will electronically forward the revised training manual to the Sr. Director of Quality Assurance for review and submission to the FAA CHDO for approval. Leach International will use the new revision as prepared and submitted once formally approved by the FAA CHDO. Any resultant feedback or requested changes from the FAA will also be subsequently incorporated into the prepared revision.

**SECTION 8. WORK PERFORMED FOR PART 121, 125, 129, AND PART 135 OPERATORS**

Leach International performs work for 14 CFR parts 121, 125, 129, and 135 operators. If individual operator training is required (initial, recurrent, or specialized) they will be identified for each job function. If applicable, the Supervisor, Repair Station will work with Area Supervisor(s) to schedule Leach International employees for operator training, as determined during the individual's needs assessment.

**SECTION 9. WORK PERFORMED BY INTERIM MAINTENANCE EMPLOYEES**

During periods of heavy workload, Leach International may supplement its workforce with interim maintenance employees. Before these individuals begin work for Leach International, they must undergo a needs assessment. HR must coordinate with the manager of the area where the individuals will work to conduct the needs assessment and ensure all individuals are provided training appropriate to the particular assignment before they are required to begin work.

**HR must maintain training records for all individuals performing maintenance (including inspection), preventive maintenance, and alteration tasks.**