ORDER

U.S. DEPARTMENT OF TRANSPORTATION
FEDERAL AVIATION ADMINISTRATION

3120.25A

1/3/94

SUBJ: Air Traffic Contract Training Administration

1. PURPOSE. This order establishes responsibilities and procedures for the administration of facility training contract.

2. DISTRIBUTION. This order is distributed at the air traffic division level in Washington, at the branch level in regional air traffic divisions, and all air traffic en route and terminal facilities.

3. CANCELLATION. Order 3120.25, Air Traffic Contract Training Administration, dated May 24, 1990, is canceled.

4. BACKGROUND. This order is revised to correspond with the terms of the new follow-on training contract upon expiration of the previous contracts.

5. EXPLANATION OF CHANGES.

a. The contractor's semi-monthly Facility Productivity Report (Appendix 1) and the procedures for its use have been revised to correspond with the current training contract.

b. The Notice of Training Requirements (Appendix 2) and the procedures for its use, as contained within the contract, has been designated as the written vehicle for assigning work to the contractor.

c. The number of yearly performance evaluations for contract instructors has been clarified, with examples. This includes evaluations to assess instructional capabilities, plus "over-the shoulder" evaluations for contract instructors who teach laboratory phases.

d. A student critique format has been added (Appendix 4) as a method of obtaining student input concerning the contractor's performance, as referenced in the contract.

6. FORMS AND REPORTS.

a. FAA Form 3120-27, Contract Instructor Review/Laboratory Instruction, is used to evaluate contract instructors in laboratory instruction. Local reproduction is authorized.

Distribution: A-W(AT/TZ/TM/TR/TH/TP)-3; A-X(AT)-3; A-FAT-1,2,8(LTD)

Initiated By: ATZ-100

b. FAA Form 3120-28, Contract Instructor Review/Classroom Instruction, is used to evaluate contract instructors in classroom instruction. Local reproduction is authorized.

c. End of Year Contract Evaluation (RIS: 3120-1) shall be prepared at each facility by the Facility Technical Liaison Officer (FTLO). The evaluation shall be a summary critique of contractor performance for the past contract year. Instructions for completing the evaluation are contained in paragraph 12.

7. AUTHORITY TO CHANGE THIS ORDER. The Director of Air Traffic Program Management, ATZ-1, shall have the authority to issue changes to this order which do not affect policy, a delegation of authority, or an assignment of responsibility.

8. RESPONSIBILITIES.

a. Technical Officer (TO). The TO is the interface between the contracting officer and the contractor. The TO, assigned in the Office of Air Traffic Program Management, Training Requirements Program, ATZ-100, shall:

(1) Complete an FAA approved course in acquisition/contract management, or equivalent, as soon as schedules permit and when quota becomes available.

(2) Monitor the contractor's technical performance.

(3) Issue technical direction, in writing, consistent with the general scope of the work set forth in the contract.

(4) Recommend to the contracting officer changes in requirements.

(5) Interpret, as needed, the Statement of Work.

(6) Perform technical evaluations, inspections and acceptances as required by the contract.

(7) Assist in resolving technical problems encountered by the contractor while performing the work specified in the contract.

(8) Perform other duties as required within the contract/statement of work.

(9) If designated by the contracting officer in writing, assign specific work assignments to the contractor through a Notice of Training Requirements (NTR). The TO will coordinate with each FTLO on site work assignments if no other representatives are designated to issue NTR's.

b. Regional Technical Liaison Officer (RTLO). A RTLO shall be designated from the Air Traffic Resource Management Branch at each region to assist facilities in administering the contract. The RTLO shall:

(1) Complete an FAA approved course in acquisition/contract management, or equivalent, as soon as schedules permit and when quota becomes available.

(2) Assist facilities in resolving technical problems, correcting performance deficiencies and completing contract training evaluations and follow-ups.

(3) Coordinate, as necessary, with the TO when assistance or direction is needed in administering the contract. This includes keeping the TO informed of instructor performance deficiencies, overall unsatisfactory performance of the contractor, or unusual contractual matters.

c. Facility Air Traffic Manager (ATM). Although some training functions at certain Air Traffic facilities are performed by contract employees, the administration, organization, and supervision of the facility training program is the ultimate responsibility of the Air Traffic Manager, as set forth in Order 3120.4, Air Traffic Training.

d. Facility Technical Liaison Officer (FTLO). The Assistant Manager for Training (AM-T) at each affected en route and Level V terminal facility shall be designated as the FTLO. For other affected air traffic facilities, the FTLO at the hub facility shall act as the FTLO within the hub. In this case, the FTLO shall coordinate as necessary with the hub manager, affected facility managers, and RTLO as agreed upon within the hub and region on contract matters. FTLO's shall:

(1) Complete an FAA approved course in acquisition/contract management, or equivalent, as soon as schedules permit and when quota becomes available.

(2) Ensure contractor performance is in accordance with the contract.

(3) Ensure that FAA evaluations of the contractor are completed and submitted as required in the contract and paragraph 12 of this order.

(4) Ensure efficient use of contract personnel through coordination with the Contract Site Supervisor (CSS) on master class schedules and work assignments. The contractor shall only perform work that is specifically stated in the contract and tasked in writing by the contracting officer or designated representative(s).

(5) Certify the contractor's Facility Productivity Report in accordance with the terms of the contract and paragraph 11 of this order.

(6) Assist in resolving technical problems encountered during performance by the contractor while performing the work specified in the contract.

(7) If designated by the contracting officer, identify to the CSS specific work assignments to be performed (see NTR - paragraph 10 of this order).

(8) Ensure that the facility ATM and, when necessary, the RTLO are informed on matters concerning the contractor.

(9) Perform other duties and provide authorizations designated to the FTLO in the contract.

e. Facility Quality Assurance Office.

(1) At the direction of the facility ATM, the facility Quality Assurance staff or other designated personnel shall provide assistance in evaluating all aspects of training, including contractor performance. Local quality assurance programs will ensure ongoing efforts to evaluate training, which includes the quality of contractor provided training and should be addressed in facility evaluations.

(2) Aside from full-facility evaluations and those required by the contract and this order, a copy of all other evaluation(s) pertaining to the contractor shall be forwarded to the RTLO and TO.

9. CONTRACTOR PERFORMANCE DEFICIENCIES.

a. When performance deficiencies are identified, the TO/FTLO shall state in writing the deficiencies, desired performance level, and supporting data to the CSS or Contract Director, as appropriate. The TO/FTLO shall specify a reasonable amount of time for the contractor to correct the deficiencies.

b. If performance deficiencies identified by an FTLO are not corrected after the procedure in (a), then the FTLO shall notify the RTLO. RTLO's shall coordinate with the TO as necessary to determine the appropriate course of action.

c. If, at any time, an FTLO determines that the contractor's overall performance is less than satisfactory, the RTLO and TO shall be promptly notified. This includes individual instructor performance deficiencies if the FTLO determines that such deficiencies are of a magnitude that could seriously impact the facility training program.

10. NOTICE OF TRAINING REQUIREMENTS (NTR).

a. The contracting officer at Washington headquarters is responsible for assigning work to the contractor. This is done in writing through a Notice of Training Requirements (NTR - Appendix 2) as set forth in the contract. However, the contracting officer may designate representative(s) to perform this function in each initial yearly task order issued to the contractor at the start of each contract year.

(1) If such designation is made to the FTLO, the FTLO will be notified by the TO. Otherwise, the FTLO is responsible for coordinating all proposed contractor work assignments with the TO so NTR issuance can be made by the appropriate authority.

(2) The FTLO shall maintain a copy of all NTR's. Some work assignments may be an ongoing effort; in this case, only the original date assigned and completed shall be recorded.

b. After any NTR issuance, the FTLO and CSS should attempt to resolve any problems through schedule changes, redistributing workload, etc. If the problem(s) cannot be resolved, coordination must occur between the contractor's headquarters office and the TO.

11. CONTRACTOR-INITIATED FACILITY PRODUCTIVITY REPORT. This report (Appendix 1) is used by each FTLO to certify the reasonableness of the semi-monthly labor hours claimed by the contractor, and to rate the contractor's overall performance for the period of time identified on the form. This form, initiated by the contractor in accordance with the terms of the contract, shall be returned to the CSS after FTLO certification for subsequent submission to both the contractor's headquarters and the TO. The FTLO shall retain a copy of each form at the facility.

a. The FTLO's signature indicates that the hours claimed by the contractor are reasonable for the amount of work tasked to the contractor.

(1) If the FTLO does not concur that the labor hours stated were reasonable, the FTLO shall attempt to resolve the difference with the CSS so that certification can be made.

(2) If resolution in 11a(1) is not attained, the FTLO shall withhold certification and shall detail on the reverse side of the form the reasons, background information, and the actions taken to resolve the discrepancy in labor hours which the contractor claims to have worked. The form shall be returned to the CSS for subsequent submissions to both the contractor's headquarters and the TO, with a copy sent to the RTLO.

b. The contractor's overall performance for the semi-monthly period identified on the form shall be rated as commendable, satisfactory, satisfactory with specific deficiencies, or unsatisfactory. In addition, a copy shall be forwarded to the RTLO if performance is rated as satisfactory with specific deficiencies or unsatisfactory.

(1) Ratings of satisfactory with specific deficiencies or unsatisfactory require explanation(s) on the reverse side of the form. When performance deficiencies are listed, the FTLO shall take action according to paragraph 9 of this order.

(2) Insufficient resources beyond the contractor's control is not considered a performance deficiency.

12. CONTRACT TRAINING EVALUATIONS. (RIS: 3120-1)

a. The number of evaluations per year required for an instructor depends on the type of training in which the instructor is involved. ALL instructors will receive two evaluations per year (due every 6 months) to assess their quality of instruction. In addition, laboratory instructors shall also receive, while actually working a laboratory scenario, one "over-the-shoulder" per year for each laboratory phase they teach (see paragraph 12c below). In other words:

- Classroom-Only Instructors: Shall receive the two evaluations per year assessing their quality of instruction.

- Laboratory-Only Instructors: Shall receive the two evaluations per year assessing their quality of instruction, plus one over-the-shoulder for each laboratory phase they teach.

Example: An instructor who instructs only the laboratory portions of en route Phase XI would receive the "two per year" as an instructor, plus one over-the-shoulder working a Phase XI scenario, for a total three evaluations per year.

- Instructors Certified in Both Classroom and Laboratory: Same as Laboratory-Only instructors above, except that one of the "two per year" evaluations which assess their quality of instruction shall be conducted while the instructor is administering (instructing) in any laboratory setting.

Example: An instructor is certified for classroom and laboratory instruction in en route Phases V, VII, VIII and XI. This instructor would receive the "two per year" to assess their ability as an instructor; one in any classroom setting and one in any laboratory setting. In addition, this instructor would receive one over-the-shoulder while running a Phase VII scenario, one over-the-shoulder running a Phase VIII scenario, and one over-the-shoulder running a Phase XI scenario, for a total of five evaluations per year.

These evaluations are the required minimum, and more frequent visits to observe contractor performance are encouraged.

b. FAA Form 3120-27, Contract Instructor Review/Laboratory Instruction and FAA Form 3120-28, Contract Instructor Review/Classroom Instruction (Appendix 3) shall be utilized as criteria for evaluating and recording contractor performance in the "two per year" evaluations assessing quality of instruction.

(1) Forms shall be forwarded to the CSS for discussion with the instructor. The CSS will return the original form to the FTLO after the instructor has signed the form.

(2) Instructor deficiencies will be processed according to paragraph 9 of this order.

c. Laboratory instructor over-the-shoulders. The purpose of these reviews is for the laboratory instructor to demonstrate, by actually working a simulated scenario, the use of good control judgement, proper phraseology, and appropriate control procedures. The review(s) shall be conducted and documented in accordance with the terms of the contract using FAA Form 3120-25.

(1) Forms shall be forwarded to the CSS for discussion with the instructor. The CSS will return the original form to the FTLO after the instructor has signed the form.

(2) Instructor deficiencies will be processed according to paragraph 9 of this order.

d. At the end of each classroom and laboratory phase of instruction, the contractor is required to provide the FTLO with student critiques which assess contractor related aspects of the course (Appendix 4). The contractor will gather the critiques and deliver them to the FTLO as set forth in the contract.

(1) The FTLO shall review the student critiques and take follow-up actions, as necessary. This includes pursuing student concerns regarding the quality of instruction, contractor-developed course materials, etc.

(2) Contractor deficiencies identified and/or validated through the student critique process shall be processed according to paragraph 9 of this order.

e. Annually, each FTLO shall submit to the TO through the facility ATM and RTLO a report (RIS: 3120-1) appraising and evaluating contractor performance, with a copy retained at the facility being evaluated. The report will be submitted to the RTLO within 30 calendar days of completion of a contract year.

(1) The RTLO shall, upon receipt, submit the report to the TO within 7 calendar days. Each evaluation will contain, as a minimum, the following data:

(a) A summary of contractor performance based on classroom and laboratory observations for the past year.

(b) A concise statement of the contractor's overall conformance or nonconformance with the terms of the contract for the past year. The statement shall include backup data as appropriate to support a claim of nonconformance.

(c) A concise statement of the contractor's ability to meet the training needs as tasked by the FTLO during the past year.

(d) A summary of student evaluations, critiques, and personnel feedback. Where adverse comments are made and substantiated, the action taken or proposed will be stated.

(e) Other information which the facility ATM, FTLO, or RTLO deem necessary for analysis, resolution, or other action.

William H. Pollard
Associate Administrator
for Air Traffic

FACILITY PRODUCTIVITY REPORT

FACILITY: _____

MONTH: _____

PERIOD (Circle one) : 1st – 15th 16th – EOM

TASK	A CLASS/SIM	B PRE-D	C CO-OP	D PROF	E RPO	F CBI	G R&D	H(1) RAINCHECK	H(2) SF-160	H(3) TRNG RECDS	OTHER *	TOTAL
CSS												
REG INST												
LMTD INST												
CBI INST												
ADM ASST												
RPO												
TOTAL												

* Other includes all hours not attributed to a specific task.

CSS COMMENTS:

CSS SIGNATURE _____ DATE _____

The hours listed above for Tasks A–H were performed in accomplishing the assigned workload and are reasonable. Overall performance during this period was:

(Check one) : _____ Commendable

_____ Satisfactory

_____ Satisfactory with specific deficiencies**

_____ Unsatisfactory**

FTLO SIGNATURE _____ DATE _____

** Requires detailed explanation on reverse

Memorandum

U.S. Department
of Transportation

Federal Aviation
Administration

Subject: **ACTION**: Notice of Training Requirements (NTR) Date:

From: Contracting Officer (CO)/Designated Representative Reply to Attn. of:

To: Contract Site Supervisor

In accordance with paragraph H.3 of contract DTFA01-94-C-04403, you are hereby tasked the following work assignment(s):

Phase or Work Description	Start Date	Estimated Completion Date	Planned # of Students

Other instructions: _____

If unforeseen circumstances require the Start Date to be changed, you will be promptly notified, in writing, of the new Start Date.

This notice does not authorize you to exceed available funds/resources allocated, or to conduct any other type of work not previously assigned. Any concerns you have regarding these issues must be forwarded to me, in writing, within three (3) days of receipt of this letter. If we cannot resolve the issue(s), the contracting officer and/or technical officer must be notified through appropriate channels. In that case, the work in question shall not begin until the issue(s) are resolved.

_____ CO/Representative

_____ Location

_____ CSS

_____ Date Received

NTR
(3/93)

CONTRACT INSTRUCTOR REVIEW/ CLASSROOM INSTRUCTION

Instructor	Phase

Review Date	Review Period	
	From.	To.

Please make any comments on reverse side

Performance Category	Performance Indicator	Not Observed	Commendable	Satisfactory	Satisfactory/Needs Improvement	Unsatisfactory
1. Lesson Introduction	a Instructor gained class attention.					
	b Presented an overview of the lesson.					
	c Objectives of session stated					
2. Presentation	a Lesson presented in logical sequence					
	b Used timely questions.					
	c Discussion to insure key points understood					
	d Students provided correct answers					
	e. Criterion tests were used					
	f If necessary, objectives re-taught					
	g Presented a review of the lesson.					
3. Student Interaction	a Class discussion/questions used					
	b Participation encouraged by instructor					
4. Use of Training Aids/Material	a Training aids used. (Slides, overhead, etc.)					
	b Training aids presented in logical sequence					
	c Training aids used to emphasize objective.					
5. Technical Knowledge/ Skills	a Reflected a high degree of technical proficiency.					
	b. Satisfactory answers provided for technical questions.					
6. Delivery Technique	a. Eye contact with students					
	b Used clear, fluent speech					
	c Indicated interest in students.					
	d Physical movements/gestures used					
	e Varies voice tone effectively					
7. Classroom Management	a Gained class attention.					
	b Convened and dismissed at proper times					
	c Controlled minor distractions					
8. Instructor Rapport	a Displayed an ability to maintain an impartial relationship with students					

Evaluator	Overall Review
	☐ Satisfactory ☐ Unsatisfactory

The review noted above was discussed with me by the Assistant Manager for Training on _____ (date).

Contract Site Supervisor

Assistant Manager for Training

The review noted above was discussed with me by the Contract Site Supervisor on _____ (date).

Instructor

FAA Form 3120-28 (4-90)

Local Reproduction Authorized

Comments:

Signature | Date

Signature | Date

Signature | Date

Signature | Date

CONTRACT INSTRUCTOR REVIEW/ LABORATORY INSTRUCTION

Instructor.	Operating Position	Facility.
Review Date	Review Period	
	From:	To:

Please make any comments on reverse side.

Performance Category	Performance Indicator	Not Observed	Commendable	Satisfactory	Satisfactory/Needs Improvement	Unsatisfactory
A. Communication/ Interpersonal	1. Puts developmental at ease.					
	2. Shows an interest in the developmental.					
	3. Demonstrates patience and sincerity.					
	4. Acts in a professional manner.					
	5. Establishes two-way communication.					
	6. Recognizes and reduces low-level stress					
	7. Encourages the developmental.					
B. Training Directives	8. Demonstrates knowledge of training directives and requirements.					
	9. Documents the developmental's performance, progress, and training time accurately and completely.					
C. Documentation & Reporting	10. Records details to help reconstruct events during counseling session.					
	11. Documentation is complete, accurate and legible.					
D. Instructor Responsibilities	12. Ensures that control of the position is maintained.					
	13. Fully attends to developmental performance.					
	14. Instructs developmental in the application of knowledge and procedures on operating the position being trained					
	15. Allows developmental to perform duties only under direct supervision.					
	16. Differentiates between handbook requirements and personally preferred techniques.					
E. Instruction & Feedback	17. Uses positive feedback and correction techniques to improve performance.					
	18. Corrects performance problems in a timely manner workload permitting.					
	19. Uses effective questioning techniques.					
	20. Avoids unnecessary interference with the developmental.					
	21. Suggests specific remedies to correct identified performance problems.					
	22. Uses counseling session to instruct the developmental.					

Evaluator	Overall Review
	☐ Satisfactory ☐ Unsatisfactory

The review noted above was discussed with me by the Assistant Manager for Training on _____ (date)

Contract Site Supervisor

Assistant Manager for Training

The review noted above was discussed with me by the Contract Site Supervisor on _____ (date)

Instructor

Comments:

Signature Date

Signature Date

Signature Date

Signature Date

STUDENT CRITIQUE OF CONTRACT INSTRUCTION

Student Name (Optional)	Phase/Course:	Area:	Date:

Instructor Name:

	Commendable	Satisfactory	Satisfactory/ Needs Improvement	Unsatisfactory*
A. Communication/Interpersonal				
Puts developments at ease.				
Shows interest in developmentals.				
Demonstrates patience and sincerity.				
Acts in a professional manner.				
Displayed an ability to maintain an impartial relationship with students				
B. Technical Knowledge/Skills				
Demonstrates knowledge of training directives and requirements.				
Reflects a high degree of technical proficiency.				
Satisfactory answers provided for technical questions.				
C. Documentation and Reporting				
Documents the developmental's performance and progress accurately and completely.				
Records details to reconstruct events during counseling session.				
D. Instruction and Feedback				
Uses positive feedback and correction techniques to improve performance.				
Corrects problems in a timely manner, workload permitting.				
Uses effective questioning techniques.				
Avoids unnecessary interference with developmentals.				
Suggests specific remedies to correct identified performance problems.				
Uses counseling session to instruct the developmental.				
E. Instructor Responsibilities				
Gained class attention.				
Fully attends to developmental's performance.				
Differentiates between handbook requirements and personally preferred techniques.				
Ensures that control of the position/classroom is maintained.				
Instructs developmentals in the application of knowledge and procedures on operating the position being trained.				
OVERALL				

*Requires comment on back of form.

Comments:

Recommendations for improvement:

FTLO Signature: _____ Date __/__/__

CSS Signature: _____ __/__/__