

BY ORDER OF THE DIRECTOR
DEFENSE CONTRACT MANAGEMENT AGENCY



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DCMA Instruction 8210.2
Aircraft Operations

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Attachment 2: [Acronyms](#)

Attachment 3: [DCMA-AO Point of Contacts](#)

Attachment 4: [Cognizant Service Safety Official \(CSSO\) List](#)

Attachment 5: [DCMA Aircraft Mishap Report Format](#)

.....http://guidebook.dcmamil/228/DCMA_AO_Mishap_Report.pdf

Attachment 6: GFR OJT Guide

.....http://guidebook.dcmamil/228/A6_GFR_OJT_Guide_2010.doc

Attachment 7: AMM OJT Guide

.....http://guidebook.dcmamil/228/A7_AMM_OJT_Guide_2010.doc

Attachment 8: AOI Tabs

.....http://guidebook.dcmamil/228/A8_AOI_Tabs_2010.doc

Attachment 9: CRAB Tabs

.....http://guidebook.dcmamil/228/A9_CAP_CRAB_Tabs_2010.doc

Attachment 10: Changes

.....http://guidebook.dcmamil/228/A10_Changes_2010.doc

Chapter 1

General Operating Guidance

1.1 **Purpose.**

1.1.1 **General.** This Instruction establishes responsibilities and procedures for DCMA personnel where DCMA has been delegated responsibility for surveillance of aircraft operations. Nothing in this instruction levies additional requirements on contractors. This Instruction is not subject to any other DCMA waiver process except as contained herein. This Instruction supersedes all previous versions of DCMA Instruction 8210.2. The current version of this Instruction will be maintained on the DCMA-AO web page.

1.1.2 **Surveillance of Aircraft Operations.** Federal Acquisition Regulation (FAR) Subpart 42 lists various Contract Administration Services (CAS) functions applicable to several different types of contracts. FAR Subpart 42.302 (a) (56) *Maintain surveillance of flight operations*, identifies surveillance of flight operations as a contract administration function. With certain exceptions, DFARS 242.202 regulates the agency responsible for the performance of the CAS functions by location (at or near contractor facilities) and by contract type. (Note: With respect to CAS, the terms “flight operations” and “aircraft operations” are used synonymously in this Instruction.) FAR SubPart 42.302 (a) CAS requirements are assigned in several ways.

1.1.2.1 **Through contracts.** Contract administration responsibilities are normally identified in the contracts themselves. This information is usually found on Solicitation/Contract (standard forms 33, 26, 1447, etc.) or in Section G – *Contract Administration Data*, of the contract.

1.1.2.2 **Through DFARS.** DFARS 242.202 assigns responsibility for CAS functions performed at or near contractor facilities to DCMA. Specific exclusions are set out for certain contracts (e.g., Post, camp, or station contracts, flight training).

1.1.2.3 **Through delegations.** Whenever CAS responsibilities are split between organizations a Secondary Contract Administration (SCA) delegation must be accomplished, in writing. (See paragraph 2.4.1 and 2.4.2, for [SCA delegation procedures](#).)

1.1.3 **Performance of Flight Operations.** This Instruction encompasses the requirements found in [The Tri-Service Agreement on Policy and Procedures for Support / Accomplishment of Flight Test and Acceptance, Flight Operations, and Flight Safety, 9 August 2007](#). How flight operations are performed depends on

which of the following four scenarios exists when DCMA has been delegated surveillance of flight operations under FAR Subpart 42.302 (a) (56).

1.1.3.1 Flight Operations with Assigned Military Personnel. The procuring Service may agree to support an aviation contract by providing aviation/rated billets to DCMA under the [Tri-Service Agreement](#). These situations may involve either 100% DCMA military flight operations or a combination of Service aircrews, DCMA aircrews and contractor personnel. DCMA crews fly under this Instruction, Service crews fly under their Services' instructions, contractors fly under contract instructions.

1.1.3.2 Flight Operations with Non-DCMA Military Personnel. The procuring Service may decide, based upon the nature and quantity of the flying requirements at a contractor facility, to support an aviation contract with military personnel not assigned to DCMA. These personnel may be temporary duty (TDY/TAD) aircrew members that only fly with DCMA in isolated situations or assigned to a detachment that consistently flies with DCMA. Aircraft operations of this nature are commonly said to occur *under the cognizance of DCMA* even though the flights are performed by Service aircrews. Under these circumstances, the procuring Service retains the responsibility to fund the associated TDYs/TADs. These situations may involve either 100% military flight operations or a combination of military and contractor personnel. Service units providing aircrews shall ensure the crewmembers are current and qualified to perform the particular mission(s) described in the support request. CMO commanders shall ensure these aircrews are properly briefed on mission requirements and that adequate mission planning facilities are available. CMOs shall maintain a file for one year that documents these aircrews have received this briefing. Service crews fly under their Services' instructions, contractors fly under contract instructions.

1.1.3.3 Flight Operations Without Military Personnel. The procuring Service may decide to support an aviation contract by using 100% contractor personnel for flight operations. Contractor aircrew will follow contractually mandated instructions.

1.1.3.4 No Flight Operations. DCMA may manage these contracts with a Government Flight Representative (GFR) or a Ground GFR (GGFR).

1.1.4 Aircraft Operations at Post, Base, Camp, or Station. DCMA INST 8210.1, Chapter 7, Table 7.1 describes how GFR billets are normally filled. The table makes the owning Service responsible for providing GFRs for operations at post, base, camp or station locations where the Services already have aircrew personnel. Appointing DCMA CMO personnel to perform GFR duties at post, base, camp or station locations is a violation of the intent of DCMA INST 8210.1 and the Tri-Service Agreement paragraphs a, b, and e. Approving Authorities

(those who are authorized to appoint GFRs) are defined in DCMA INST 8210.1, Chapter 1, paragraph 1.5. In DCMA, approval authority has been delegated down to the CMO commanders, limited to personnel in their CMO (including personnel at tertiary sites). Likewise, Service Approval Authorities cannot appoint DCMA personnel as GFRs. However, if a post, base, camp or station unit commander were to functionally attach someone from their unit to a DCMA CMO for the purposes of performing FAR SubPart 42.302 (a)(56) CAS, then the CMO commander would be the appropriate Approving Authority. Any agreements to functionally transfer/attach personnel from a Service unit to a DCMA CMO must be done in writing, address what functions the individual will be responsible for and address any funding issues (TDY, GFR course attendance, etc.). Aircraft ops CAS at military installations can be accomplished in several ways.

1.1.4.1 DCMA CMO administers a contract that requires contract work involving aircraft operations on a military installation. These operations require a written SCA delegation from the CMO commander to the contracting authority for the military installation, requesting acceptance of the *FAR Subpart 42.302 (a) (56) Maintain surveillance of flight operations*, CAS requirement. The GFR is provided by the Service. Service GFRs are appointed by their appropriate [Service Approving Authority](#). DCMA CMO commanders may only appoint personnel under their cognizance as GFRs. (See paragraph 2.4.1 and 2.4.2, for [SCA delegation procedures](#).)

1.1.4.2 DCMA (subject to prior agreement) agrees to perform CAS on a base, post, camp, or station. These operations require a written Secondary Contract Administration (SCA) delegation from the contracting authority for the post, base, camp, or station, to the CMO commander accepting the CAS requirement. These delegations should exclude the FAR Subpart 42.302 (a) (56) CAS requirements. The GFR is provided by the Service per DCMA INST 8210.1, Chapter 7, Table 7.1. The GFR is appointed by the appropriate [Service Approving Authority](#). (See paragraph 2.4.1 and 2.4.2, for [SCA delegation procedures](#).)

1.1.5 Service Retained Oversight of Flight Operations at Contractor Facilities. The procuring Service may delegate certain contract administration functions to DCMA but choose to retain *surveillance of flight operations*. In these cases, a Service GFR is assigned to the contract for oversight. The Services are required in these instances to approve a deviation to the mandatory delegation to DCMA found in [DFARS 242.202](#). If this deviation is approved, DCMA has no direct aircraft operations oversight responsibilities for these contracts.

1.1.6 Contractors' Flight and Ground Operations.

1.1.6.1 [DCMA INST 8210.1](#). The Combined Instruction titled, "Contractor's Flight and Ground Operations," DCMA INST 8210.1, AFI 10-220, AR 95-20,

NAVAIRINST 3710.1 (Series), and COMDTINST M13020.3 (commonly referred to as the [Joint Instruction](#) or the [Combined Instruction](#)), describes requirements for contractors conducting flight and/or ground operations and the GFRs overseeing those operations, whenever the Instruction is found on contract.

1.1.6.1.1 **[DCMA INST 8210.1](#) Applicability.** When [DCMA INST 8210.1](#) is on contract, either through the [GFRC/AFRC](#) or specific contract wording, its purpose is to provide the GFR the authority to mitigate risks to the aircraft, even when the risks occur before there is an aircraft. For example, on a new production aircraft not yet “in the open” under the [GFRC](#), FOD and tool control requirements exist whenever and wherever FOD or lost tools have the potential to migrate in the aircraft to a time when the aircraft is “in the open.” The requirement to comply with [DCMA INST 8210.1](#) ends when final acceptance and any post acceptance delivery requirements are complete.

1.1.6.1.2 **[DCMA INST 8210.1](#) and liability.** [DCMA INST 8210.1](#) is used to mitigate risk; its application is only tangentially related to liability. The terms and conditions for Government liability are described in the [GFRC/AFRC](#). The final sentence in both the [GFRC](#) and the [AFRC](#) (separate from the liability sections of the clauses) mandates that contractors comply with the requirements of *Combined Instruction*. Failing to comply with the Instruction or failing to follow approved [Procedures](#) are contractual compliance issues and are not, in and of themselves, related to liability.

1.1.6.2 **GFRC/AFRC Contracts.**

1.1.6.2.1 **[DFARS 252.228-7001, The Ground and Flight Risk Clause \(GFRC\).](#)** [DFARS Subpart 228.370, Additional Clauses](#), mandates the use of the [GFRC](#) in contracts for aircraft development, production, modification, maintenance repair or overhaul. See [DFARS Subpart 228.370](#) for exceptions to this requirement.

1.1.6.2.2 **[DFARS 252.228-7002, The Aircraft Flight Risk Clause \(AFRC\).](#)** [DFARS Subpart 228.370](#) mandates the use of the [AFRC](#) in cost type contracts for aircraft production, modification, maintenance repair or overhaul, and fixed price contracts for the same activities where the Ground and Flight Risk Clause is not included and contract performance involves flight of a government furnished aircraft.

1.1.6.2.3 **Contracts With Both the [GFRC](#) and the [AFRC](#).** [DFARS Subpart 228.370](#) provides these clauses as alternatives. It is unusual for both clauses to be used on the same contract because they establish different limits of contractor liability. A possible exception to this general rule is where the contract contains both fixed price and flexibly priced

CLINs. If the contract does not clearly explain why both clauses are present, DCMA personnel should bring this to the appropriate Administrative Contracting Officer (ACO) immediately for clarification and/or correction.

1.1.6.2.4 Modifying or Omitting the Contractor’s Flight and Ground Operations Regulation. DCMA personnel should carefully review aviation contracts to determine if the appropriate clauses have been included. Additionally, any language that modifies the intent of either risk clause should be noted. Contract deficiencies should be annotated and processed on a [DD Form 1716](#).

1.1.6.2.5 Third Party Liability. Third party liability is usually addressed through inclusion of the clause FAR 52.228-7 Insurance – Liability to Third Persons. Neither the GFRC nor the AFRC actually create Government exposure to third party liability. The AFRC does make it clear that if the Government has elsewhere accepted third party liability, the contractor must obtain approval of flight crew members for the acceptance of liability to be effective.

1.1.6.3 Non-GFRC/AFRC Contracts. Some contracts do not include the [GFRC](#) or the [AFRC](#), but do mandate that contractors comply with [DCMA INST 8210.1](#). This requirement may be found in the Statement of Work (SOW) an H clause or schedule. The DFARS clauses and the requirements of [DCMA INST 8210.1](#) may be modified and applied in part or whole on [FAR Part 12](#) contracts. However, for this to be a valid requirement, tailoring procedures detailed in [FAR 12.302](#) must be followed. DCMA personnel must carefully study these contracts to determine the exact contract requirements. If a commercial contract (awarded under [FAR Part 12](#)) does not address liability and risk of loss, a [DD 1716](#) should be submitted to the Procuring Contracting Officer (PCO) to request clarification of the PCO's expectations and understanding of "commercial practice" in accordance with [FAR Part 12](#) requirements. All questions related to surveillance of [aircraft](#) operations on [FAR Part 12](#) contracts should be addressed to the appropriate contracting officers, counsel, commanders and DCMA-AO.

1.1.6.4 Contracts where the Government does not assume Risk of Loss. This can happen when [DCMA INST 8210.1](#) is included in a contract without the [GFRC/AFRC](#) such as in a lease agreement or FAR Part 12 contract, or when the contracting officer terminates the Government’s assumption of risk via DFARS 252.228-7001 (c), or for activities that occur before an aircraft is “in the open”. The contractual requirement to comply with [DCMA INST 8210.1](#) is irrespective of Government’s assumption of risk via the [GFRC/AFRC](#) (see also, paragraph 1.1.6.1).

1.1.6.5 Subcontractor Operations. The US Government only has a direct contractual relationship with the prime contractor. As such, direction to the subcontractor should not normally occur without the knowledge and approval of the prime. Taking this approach avoids confusion and potential "change claims." Aviation Program Teams (APTs) will ensure Administration Contracting Officers (ACOs) send all contractor surveys reports to the prime contractors.

1.1.6.5.1 Flow Down of the Liability Coverage of the [GFRC](#) and the [AFRC](#). Refer all questions related to the assumption of liability for subcontractor operations to DCMA-AO and DCMA Office of Counsel. Prime contractors performing work under the [GFRC/AFRC](#) are always under the obligation to meet the requirements of [DCMA INST 8210.1](#). This requirement exists whether the aircraft is located at the prime's facility or at a subcontractor's facility. However, the Government's assumption of risk via the [GFRC/AFRC](#) does not automatically "flow down" to subcontractors. The Government's assumption of liability coverage to subcontractor operations occurs only when the contracting officer specifically directs it in the contract (i.e. "flow down the [GFRC/AFRC](#)"). If the contractor or subcontractor claims [DCMA INST 8210.1](#) compliance by a subcontractor is extinguished (because the subcontract is commercial or the subcontractor is fully insured), contact the office of counsel for assistance.

1.1.6.5.2 Aviation Program Team (APT) Delegations With Subcontractors. DCMA assigns Aviation Program Teams (APTs) to manage prime contractors. However, APTs are frequently located at or near the subcontractor's facility, not the prime's. This decentralized execution does not relieve DCMA APTs from working through the prime contractors (and appropriate contracting officers) to resolve discrepancies at subcontractor facilities. As the delegated authority for *surveillance of flight operations*, DCMA APTs can and will visit/inspect subcontractor facilities on a frequent basis, when such on-site inspection is approved by the sub via the prime or is in a mandatory flow-down clause.

1.1.6.6 DD-250s and the Termination of Government Liability on Contracts with the [GFRC/AFRC](#). Aircraft acceptance (that is, accepting title of new aircraft and authorizing payment for an aircraft--via Wide Area Workflow, or signing a DD-250) does not automatically mark the conclusion of a contractor's obligation to comply with the requirements of [DCMA INST 8210.1](#) on contracts incorporating the [GFRC/AFRC](#). DCMA personnel should familiarize themselves with the contract requirements to ensure surveillance of aircraft operations occurs at all times that a contractor is responsible for complying with requirements of [DCMA INST 8210.1](#). Signing the DD-250 does *not* impact the formal transfer of the aircraft from the Government to a contractor (or vice versa). Transferring aircraft to/from the Government and

contractors is accomplished differently within the Services and does not impact the requirements for contractors to comply with [DCMA INST 8210.1](#) where the [GFRC/AFRC](#) is on contract.

1.1.7 Attachments to this Instruction. Attachments 1 – 8 to this Instruction contain transitory information, points of contact, various guides, etc., and do not represent policy. These attachments may be updated without the DCMA Director's signature as a formal change to the Instruction.

1.1.8 Recommendations for Change. Users of this Instruction are encouraged to submit recommended changes and comments to improve the publication, to the [DCMA-AO Policy and Training Director](#), Defense Contract Management Agency, Attn: DCMA-AO, STE 300, 6350 Walker Lane, Alexandria, VA 22310-3241.

1.2 Responsibilities.

1.2.1 DCMA Director. The Director of DCMA is ultimately responsible for the Agency's aircraft operations. As such, the Director will direct and administer the implementation of this Instruction. The Director sets the tone for aviation safety throughout the Agency through the Director's Safety Policy statement.

1.2.2 Division Directors / DCMAI Commander. Each Division Director and the International Division Commander (DCMAI-AO), are responsible for safe and effective aircraft operations in their organization. The Directors/Commander set the tone for aviation safety for all DCMA aviation units and Aviation Program Teams (APTs) in their organization through the Director's/Commander's Safety Policy statement.

1.2.3 CMO Commander. The CMO commander has the responsibility, authority, and accountability over the day-to-day operations of their aviation program(s). The CMO commanders set the tone for aviation safety for their unit through their Commander's Safety Policy statement.

1.2.4 CMO Commander (Tertiary). Tertiary CMO commanders, who report to other CMO commanders, also have the responsibility, authority, and accountability over the day-to-day operations of their aviation program(s). Additionally, tertiary CMO commanders are responsible for routing all approvals, authorizations, and waiver requests required in this Instruction, through their chain of command to DCMA-AO.

1.2.5 DCMA-AO. The HQ DCMA Executive Director of Aircraft Operations (DCMA-AO) is a rated officer who reports to the DCMA Director. The Executive Director of Aircraft Operations is responsible for:

1.2.5.1 Managing DCMA Aircraft Operations Guidance. DCMA-AO will create and enforce all DCMA Aircraft Operations Instructions and policies.

1.2.5.2 External Agency Coordination. DCMA-AO will coordinate the [Joint Instruction \(DCMA INST 8210.1\)](#) and the [Tri-Service Agreement](#) with the Services for concurrent approval. This office will also serve as the technical expert for DCMA's coordination involving all applicable FAR and DFARS.

1.2.5.3 Administering Applicable Training Programs for DCMA and the Services. DCMA-AO is responsible for the content and management of the Government Flight Representative (GFR) course, Aviation Maintenance Manager/Ground GFR course, Aviation Safety Officer (ASO) course and the Annual Aircraft Operations Training Seminar ([AOTS](#)).

1.2.5.4 Inspecting DCMA CMOs with Aircraft Operations. DCMA-AO will manage all facets of DCMA's Aircraft Operations Inspection (AOI) process.

1.2.5.5 Managing DCMA Aircraft Operations Budget. DCMA-AO budgets for, disseminates, monitors execution of and when necessary re-allocates Aircraft Operations (AO) training travel funds for the entire DCMA-AO enterprise. In cooperation with DCMAA and DCMAI, DCMA-AO does the same for AO mission (travel and supply) funds. The AO (also called Flight Ops in some cases) funding will be delegated to CFOs (or GFRs where no CFOs exist) through the CMO commanders for execution based on a yearly CMO spend plan per paragraph 1.2.6.4. These funds are "fenced" for AO Flight Operation use and shall not be obligated or reprogrammed for other use without prior approval of DCMA-AO. DCMA-AO shall ensure adequate funds are available for meeting aircrew training requirements. DCMA's Aircraft Operations budget is centrally managed by DCMA-AO and executed by CFOs, or GFRs where no CFO exists. CFOs, or GFRs where no CFO exists, may designate a budget representative from the APT, but retains responsibility for proper budget planning and execution. Large CMOs with tertiary/multiple sites may choose to consolidate this function, and appoint a central POC. When queried, CMOs with aircraft operations shall provide DCMA-AO a copy of their annual budget estimates for the aircraft operations activities. DCMA-AO will compare execution of AO funds monthly to budgeted amounts. Funding for DCMA Aircraft Operations is subdivided into three main categories:

1.2.5.5.1 Mission Travel Funds. These funds include direct mission related travel expenses. Sub-categories of mission funds for CMOs are AO Medical/Dental, AO Military Test and Administration, AOI/Surveillance/SAV/Review, AO Aircraft Delivery and Proficiency, AO Off-Site FCF, AO Program Support and AO Other Mission Travel. For Aeronautical Division AO, sub-categories of mission funds are AO Contract Field Team, AO Program Office Coordination, AO SOF Initiative, AO Site Visit, AO Aeronautical Division Offsite, AO Director's, AO Civilian Deputy's and AO Other Mission Travel. Each of these components is

associated with a Job Order Number (JON) code, and will be used in DTS with abbreviated names as Lines of Accounting (LOAs) linked to the respective JON code. Use of the Other Mission Travel LOA requires justification and HQ AO Director prior approval. These funds are allocated in letters from Boston Finance section, and are labeled 'Flight Ops Travel' (meaning Flight Ops Mission Travel).

1.2.5.5.2 Training Funds. These funds include required training item travel expenses. Sub-categories of training funds are AO GFR Course, AO AMM Course, AO FOD Conference, AO Safety Training, AO Annual Flight Evaluation, AO Annual Instrument Training, AO Semi-Annual Simulators, AO Water Survival, AO Altitude Chamber, AO Aircrew Life Support Equipment (ALSE) Training, AOTS and AO Other Training Travel. Each of these components is associated with a Job Order Number (JON) code, and will be used in DTS with abbreviated names as Lines of Accounting (LOAs) linked to the respective JON code. Use of the Other Training Travel LOA requires justification and HQ AO Director prior approval. Training for items such as Defense Acquisition University courses and any other training normally funded by DCMA-HR are not included in AO travel funding. Incoming personnel who should be funded by their respective Services for required enroute courses such as aircraft qualification, GFR and AMM courses should not be included in DCMA annual budgets. Refer to the Tri-Service Agreement to determine Service specific funding support, or contact your HQ DCMA-AO CMO Support POC with any questions. These funds are allocated in letters from Boston Finance section, and are labeled 'Flight Ops Train Travel'.

1.2.5.5.3 Supply Funds. These funds are provided in two subcategories for the purpose of mandatory flight-related items such as flight suits, gloves, mishap response kit items and other supplies and equipment needed to directly support aircraft operations. These funds are allocated in letters from Aero Division's FB section, and are labeled 'Flight Ops Contract Svs. and Flight Ops Supplies'.

1.2.5.5.4 Delivery Funds. Some CMOs receive funds directly from the program office or the Services to execute other activities. These funds may be written into the contract or provided from other organizations for the purpose of covering aircraft delivery or other costs. The amounts will usually be MIPRed to Boston Finance and then added to the AO funding lines, but are not part of the AO budget.

1.2.5.6 Managing Aircraft Operations Awards Program. DCMA-AO will manage all aspects of DCMA's annual aircraft operations awards program.

1.2.5.7 Preserving Historical Data/Accomplishing Trend Analysis. DCMA-AO will establish procedures for recording applicable historical data and accomplishing applicable trend analysis.

1.2.5.8 Managing DCMA Aircraft Operations' Safety Program. DCMA-AO will provide:

1.2.5.8.1 Policy. Ensure DCMA's aircraft operations related safety policy and guidance satisfies Service requirements.

1.2.5.8.2 Coordination. Maintain liaison coordination with the Service safety centers.

1.2.5.8.3 Information. Establish procedures to receive and disseminate safety information (mishap reports, hazard reports, etc.).

1.2.5.8.4 Investigation support. Coordinate with the Services to determine safety mishap investigation board composition of contractor, DCMA and/or Service personnel.

1.2.5.8.5 Safety report input. Coordinate DCMA's response to all applicable safety investigations.

1.2.5.8.6 Team. Act as the liaison between AO and the Director of the Contract Safety Center of Excellence.

1.2.5.9 Managing DCMA-AO personnel billets. DCMA-AO will:

1.2.5.9.1 Review rated officer requirements in coordination with DCMAA-C/DCMAS-D-D/ DCMAI-AO (as appropriate), and DCMA-MPOC. DCMA-AO serves as the DCMA focal point for coordinating with the Services to meet these requirements.

1.2.5.9.2 Provide technical reviews and make recommendations to DCMAA-C/DCMAS-D-D/ DCMAI-AO on the qualifications of nominated rated crewmembers, GFRs, and AMMs. When nominations for aircrew personnel are received from the Services, DCMA-AO will review the qualifications of the nominee(s) against the position(s) for which nominated. If the nominee(s) is (are) qualified for the position(s), DCMA-MPOC will forward the nomination package to DCMAA-C/DCMAS-D-D/ DCMAI-AO (as appropriate), for review and concurrence prior to forwarding to DCMA Director for approval. The Services are responsible for funding any enroute training requirements per the Tri-Service Agreement. HQ DCMA-AO CMO Support will coordinate with DCMA-MPOC and the Services to ensure that PCS orders include enroute training and are timed to meet required class schedules. No commitments should be made by any DCMA personnel to pay for enroute training.

1.2.5.9.3 **Resolve interim rated resource shortfalls** with DCMAA / DCMAS-D/ DCMAI-AO (as appropriate), and the Services.

1.2.5.9.4 **Develop and maintain an overall strategy for DCMA-AO billets** to ensure proper allocation of the Agency's resources to meet customer requirements.

1.2.5.9.5 **Assign personnel based upon the specific mission requirements** of each DCMA activity. These assignments will be held to the minimum required to perform the mission in accordance with the Service directives.

1.2.5.10 **DCMA-AO Organizational Structure.**

1.2.5.10.1 **Deputy Director.** HQ DCMA Deputy Executive Director of Aircraft Operations (DCMA-AO) is a senior civilian with rated experience and shares fully with the Director the responsibility for directing and managing the assigned staff in accomplishing the missions and functions of the Aircraft Operations office.

1.2.5.10.2 **Executive Officer.** Acts as the military Deputy Director. Responsible for enforcement of all DCMA Aircraft Operations instructions and policies.

1.2.5.10.3 **Budget Director.** Responsible for budgeting, disseminating and monitoring execution of training travel and supply funds for the entire DCMA-AO enterprise, in cooperation with DCMAA, DCMAS and DCMAI.

1.2.5.10.4 **CMO Support Director.** This office is the primary DCMA-AO entry point for DCMA flying units and APTs on aircraft operations issues. CMO Support manages all AO military personnel billets and is responsible for coordinating DCMA-AO's response to all waivers to this Instruction, [DCMA INST 8210.1](#), and Service aviation requirements.

1.2.5.10.5 **Policy and Training Director.** This office is the primary AO POC for policy guidance concerning this Instruction, [DCMA INST 8210.1](#), the [Tri-Service Agreement](#), and the [GFRC/AFRC](#). Other primary responsibilities include: reviewing DCMA-AO's response to all waivers, managing Government Flight Representative (GFR) and Aviation Maintenance Manager/Ground GFR (GGFR) training, including the formal courses and OJT, and maintaining the AO web page.

1.2.5.10.6 **Safety Director/Chief of Safety.** This office is the primary AO POC for aviation safety. Primary responsibilities include: collecting and disseminating mishap data, providing aviation safety training including the DCMA Aviation Safety Officer (ASO) course and the annual Aircraft

Operations Training Seminar ([AOTS](#)), and implementation of the policies of Chapter 6 of this Instruction.

1.2.5.10.7 Risk Assessment Division. This office is the primary AO POC for planning and execution of the Aircraft Operations Inspection (AOI) program and Staff Assistance Visits (SAVs). Other responsibilities include: annual review and recertification of Local Operating Procedures (LOPs), and compiling and distributing lessons learned.

1.2.5.10.7.1 Risk Assessment Director. Senior civilian with rated experience within the Risk Assessment Division dedicated to ensuring continuity is maintained within DCMA Aircraft Operations Risk Assessment Programs. Works hand in hand with Chief of Standardization and Evaluation to establish policy, training requirements, budgets and schedules within the Risk Assessment Division. Establishes a Risk Assessment program consistent with mission requirements to assess risk and risk management at DCMA units with aircraft contracts. Creates the fiscal year Risk Assessment schedule and forwards to the Executive Director, Aircraft Operations for approval. Ensures the approved AOI schedule for the next fiscal year is available on the DCMA-AO website not later than (NLT) 1 August of the current fiscal year. Appoints the AOI Team Lead and approves the team composition of each AOI team. Develops inspection criteria and provides guidance as required for AOI conduct. Reviews and evaluates final AOI reports for trends and establishes aircraft operations focus areas as required.

1.2.5.10.7.2 Risk Assessment Aviation Maintenance Specialist. Aviation maintenance professional. Collects and maintains AOI data for use in analysis reports, studies, and risk identification. Using statistical techniques interprets findings from data and identifies trends. Manages and operates the Risk Assessment Portal, and performs functional system administrator duties. Periodically audits source data for accuracy, timeliness, and compliance with instructions. Conducts DCMA Aircraft Operations Inspections of Aviation Program Teams and contractor operations throughout the DCMA AO Enterprise. As the ground operations element lead on AOIs, evaluates surveillance/risk mitigation effectiveness at contractor facilities globally providing Overhaul, Manufacturing, Modification, and Repair of DoD and other government aircraft under DCMA contract administration.

1.2.5.10.7.3 Chief of Standardization and Evaluation. Senior Military rated Officer within the Risk Assessment Division dedicated to ensuring standardization is maintained within DCMA Aircraft Operations. Works hand in hand with Risk Assessment Director to establish policy, training requirements, budgets and schedules within

the Risk Assessment Division. Creates the fiscal year Risk Assessment budget and forwards to the Executive Director, Aircraft Operations for approval. Ensures the approved AOI budget for the next fiscal year is approved not later than (NLT) 1 May of the current fiscal year. Develops MOA's with each Service inspection team that may participate in an AOI and forwards to the Executive Director, Aircraft Operations for approval. Develops inspection criteria and provides guidance as required for AOI conduct. Reviews and evaluates final AOI reports for trends and establishes aircraft operations focus areas as required.

1.2.5.10.7.4 Superintendent of Standardization and Evaluation. Aviation Maintenance Professional. Responsible for developing AOI execution and training policy. Manages the manning, training and preparation of inspection teams. Plans, conducts, and evaluates DCMA Aircraft Operations Inspections of Aviation Program Teams and contractor operations throughout the DCMA AO Enterprise. Analyzes inspection reports, develops trend analysis and provides cross-flow information to APTs world-wide. As the ground operations element lead on AOIs, evaluates surveillance/risk mitigation effectiveness at contractor facilities globally providing Overhaul, Manufacturing, Modification,/Repair for DoD, DHS aircraft under DCMA contract administration.

1.2.5.11 Other AO Offices.

1.2.5.11.1 Aeronautical Division (DCMAA) Director of Aircraft Operations (DAO). This office is the primary POC for AO issues arising in the Aeronautical Division. This office coordinates its activities with the DCMA-AO staff but reports directly to the Aeronautical Division Director. CFT AO personnel report to the DCMAA DAO.

1.2.5.11.2 DCMA International (DCMAI), Director of Aircraft Operations (DAO). This office is the primary POC for AO issues arising in the International Division. The DCMAI DAO reports to the DCMAI Commander.

1.2.5.11.3 DCMA Special Programs Division (DCMAS) DAO. This office is the primary POC for AO issues arising in the Special Access Programs Directorate. The office reports to the Director of Special Programs.

1.2.6 Chief of Flight Operations. Excluding rated CMO commanders, the Chief of Flight Operations (CFO) is normally the senior rated aviator at the facility where DCMA flight operations are conducted. He/she is the Operations Officer for all military flight operations. The CFO must be designated in writing by the CMO commander. CFOs manage all military operations where DCMA has flight

operations responsibilities (resident and TDY aircrews). DCMA units with only one assigned rated officer may appoint him/her as both the GFR and the CFO (GFRs oversee contractor aircraft operations; CFOs oversee military aircraft operations). The CFO shall:

1.2.6.1 Oversee Training/Evaluation Programs for DCMA's Assigned Military Personnel. The CFO will ensure that DCMA military aircrew training programs are IAW DCMA and Service guidance. Additionally, the CFO will ensure that all aircrews maintain currency and are proficient in the mission. The CFO supervises and administers DCMA military aircrew upgrade programs.

1.2.6.2 Ensure TDY Aircrews are Current/Qualified for Their Assigned Missions. CFOs must develop and maintain a process that ensures TDY crews are current and qualified to perform the mission. This responsibility is separate from the [DCMA INST 8210.1, chapter 7, paragraph 7.4.9.4](#), GFR requirement to ensure TDY aircrews are current and qualified. Written confirmation from the unit/squadron commander or delegated authority stating their qualifications is sufficient for this requirement.

1.2.6.3 Ensure Applicable Flights Involving Military Aircrews Are Properly Approved. The CMO commander or his/her designee must sign the flight authorization for all flights involving DCMA aircrews. If so designated, the CFO may sign these flight authorizations. Otherwise, the CFO will obtain the CMO commander's signature for these flight authorizations. Note: The commander's signature is in addition to the requirement that the GFR sign a flight release as required under the [GFRC/AFRC](#). The GFR's signature releases the aircraft for flight, affirming that the contractor has accomplished the work utilizing the approved procedures final requisite step for Government indemnification of the contractor under the [GFRC/AFRC](#).

1.2.6.4 Manage the Unit's Aircrew Budget Requirements. CFOs (GFRs if no CFO exists) will prepare and submit aircraft operations (AO) budget requirements to DCMA-AO through the CMO commander, and will be responsible for executing the unit AO training travel, mission travel, and supply budget per that plan. These are shown as Flight Ops Train Travel, Flight Ops Travel, Flight Ops Contract Svs (also supplies) and Flight Ops Supplies lines in Aeronautical Division budget letters. The CFO will be in the DTS routing/approving chain for all orders using AO (also called Flight Operations) funds, and will ensure that travelers using AO funds use directed Lines of Accounting (LOAs) per paragraph 1.2.5.5. or as updated by tasking memorandum. The CFO will request updates to AO budget plans as necessary, and be able to perform monthly execution reviews with the HQ AO budget monitor. CMOs with tertiary/multiple locations may centrally

consolidate this budgeting process if desired. CFOs will identify a CMO FB counterpart to assist in execution reviews.

1.2.6.5 Manage all External, Flight Related Correspondence. The CFO will maintain all local flight operations related Memoranda of Understanding/Agreement between the CMO and supported/ supporting units. These documents must be signed by the CMO commander.

1.2.6.6 Compile Metrics. The CFO (or designate) is responsible for compiling aircraft operations metrics/data (as determined by DCMA-AO) and submitting this information to DCMA-AO.

1.2.7 Aviation Program Team (APT). The Aviation Program Team (APT) is responsible for the Government's surveillance of contractor aircraft operations whenever DCMA INST 8210.1 is found on contract.

1.2.7.1 APT Makeup. The APT consists of the Government Flight Representative (GFR)(and alternates), Ground GFR (GGFR)(if applicable) or Aviation Maintenance Manager (AMM), Contract Safety Specialist/Contract Safety Manager (CSS/CSM), and where appropriate, Quality Assurance Representative / Specialist (QAR/QAS) and Property Administrator (PA). The GFR leads the APT.

1.2.7.2 APT Functions. The APT should work as a team to make critical decisions about the safety and effectiveness of each contractor flight/ground operation. This assures that aircraft are maintained and operated by contractors in accordance with contract requirements. To effectively execute their mission, APT members will establish and maintain communications with all functional areas of the CMO Program Support Team (PST). The APT is also responsible for making liability recommendations to the ACO for all incidents involving Loss Damage/Destruction (LDD) to Government aircraft when the Ground and Flight Risk Clause ([GFRC](#)) (DFARS 252.228-7001) or Aircraft Flight Risk Clause ([AFRC](#)) (DFARS 252.228-7002) is in the contract.

1.2.7.3 Aircraft Operations Training Seminar (AOTS) Annual Requirement. All APT members shall complete annual safety training either through attending the annual AOTS or by reviewing the AOTS presentations within 30 days of the event. APT members failing to complete the training (by attending AOTS or reviewing the AOTS presentation slides within 30 days) shall not perform further APT duties until they have done so. APT members returning from deployment shall review the AOTS presentations within 30 days of their return. Additional AOTS guidance can be found in Chapter 6, paragraph [6.1.2](#).

1.2.8 Government Flight Representative (GFR). The GFR is responsible for surveillance of those contractor aircraft flight and ground operations involving Government aircraft and other aircraft whenever [DCMA INST 8210.1](#) is included

on a contract, CRADA or lease agreement. CMO commanders may also appoint an alternate GFR IAW [DCMA INST 8210.1](#). Alternate GFRs have the same responsibilities as primary GFRs and shall meet the identical qualification requirements. DCMA GFRs assigned as non-resident GFR may act as Primary or Alternate GFRs at a maximum of six contractor facilities. However, they may act as Primary GFR at no more than four of the six facilities. CMO commanders must use discretion regarding appropriate workload delegations based upon the number of contractors at each facility, the complexity of the work being accomplished, etc. GFR duties and responsibilities are described in [DCMA INST 8210.1, Chapter 7](#), and this Instruction. These requirements and responsibilities include:

1.2.8.1 Initial Qualification. Prior to assuming GFR duties, the GFR appointee shall meet the following requirements:

1.2.8.1.1 Background. A rated US military officer, or Government civilian in an aviation position. Division Directors/Commander shall obtain approval from DCMA-AO Executive Director prior to Request for Personnel Action (RPA) for hiring civilian GFRs. The term "rated aviation officer" or "rated officer" refers to Army pilots; Air Force pilots, navigators, EWOs, CSOs etc.; Naval Aviators and Naval Flight Officers (NFOs).

1.2.8.1.2 Classroom training. Complete the [DCMA GFR Certification Course](#). (See [DCMA INST 8210.1, paragraph 7.1.](#)) (Note: GFRs must re-attend if they have not attended the course in the past five years. Instructing the course counts as attending.)

1.2.8.1.3 On-site training. Complete the on-the-job-training (OJT) program¹, ([Attachment 6](#)). GFRs returning from deployments of 179 days or more shall re-complete the OJT program (not to include observing an AOI) within 30 days of their return.

1.2.8.1.4 DAWIA Level I/II Certification in any field (e.g. Production, Quality and Manufacturing, Contracting, Test, Program Management, etc.) (within 24 months of occupying a coded billet). Contact CMO Support to verify acquisition coding when position descriptions (PDs) do not indicate acquisition coded billet information.

1.2.8.1.5 Letter of Delegation (LoD). Receive a signed GFR Letter of Delegation from the CMO commander. [DCMA CMO commanders are authorized, via DCMA INST 8210.1, to act as the Approving Authority for DCMA GFRs and GGFRs, but have no authority to appoint non DCMA

¹ As part of OJT all GFRs must observe an AOI prior to being inspected by the AOI team, however, new GFRs do not have to observe an AOI prior to performing GFR duties.

personnel to perform duties as GFRs or GGFRs in any capacity. That authority rests with the appropriate Service Approval Authority IAW [DCMA INST 8210.1, paragraph 1.5.1](#)

1.2.8.2 **Approve Contractor Procedures.** DCMA INST 8210.1 requires contractors to develop specific written Procedures for all flight/ground operations for contracts administered under the [GFRC/AFRC](#). GFRs should remind contractors that approved written Procedures are required for flight and ground operations under the [GFRC/AFRC](#). GFRs will notify the applicable ACO(s) and their commander(s) if contractors begin work without approved Procedures. The APT shall review these Procedures and the GFR will approve them in writing if they meet all applicable requirements. The final decision to approve, conditionally approve, or disapprove the contractor's Procedures rests with the GFR. If the Procedures are found deficient, the APT shall work with the contractor to resolve the deficiencies. Procedures are acceptable if they comply with [DCMA INST 8210.1](#), cover all contractually required aircraft flight and ground operations processes and are deemed by the APT to be safe and effective.

1.2.8.2.1 **Flight Operations Procedures (FOPs) and Ground Operations Procedures (GOPs).** Contractors sometime divide their Procedures into flight (FOPs) and ground (GOPs) sections. This is perfectly acceptable and does not violate the requirement for Procedures to be separate and distinct. Usually FOPs include the requirements found in [DCMA INST 8210.1, Chapter 4](#) and GOPs include the requirements found in [DCMA INST 8210.1, Chapter 5](#). When the contractor elects to create FOPs and GOPs, ensure the other requirements of [DCMA INST 8210.1](#) that are not specifically flight or ground operations are also addressed.

1.2.8.2.2 **Core Procedures.** Contractors who have operations at multiple locations may opt to create corporate “Core” Procedures that apply to all locations, and supplemented by site or aircraft specific Procedures.

1.2.8.2.2.1 **Approval Authority for Core Procedures.** Core Procedures must be reviewed, agreed upon, and signed by each GFR responsible for those Procedures. The site/aircraft specific annexes to the Core Procedures are signed only by the GFRs responsible for those operations/sites.

1.2.8.2.2.2 **Changes.** Once signed, each GFR may request the contractor modify their site/aircraft specific annexes but cannot unilaterally direct the contractor to modify the Core Procedures. If a GFR discovers a deficiency with the Core Procedures out of cycle of

the review process (semi-annual) he/she shall notify each of the GFRs involved to jointly address the issue.

1.2.8.2.2.3 Review Process. GFRs normally perform their annual review of their Procedures as part of their preparation for their annual contractor survey. This review cycle is unsuitable for Core Procedures since aligning multiple contractor surveys is impractical. All GFRs associated with a contractor's Core Procedures will coordinate a review cycle that includes a joint annual review for approval and a semiannual review to resolve out-of-cycle issues.

1.2.8.2.2.4 Procedures and Subcontractors. It is the responsibility of the prime contractor to develop, submit for approval, and follow flight and ground operations Procedures when they are required by contract. If the prime contractor elects to have a subcontractor draft the Procedures, the prime must sign the Procedures as their own. Where subcontractors perform work on Government aircraft the prime contractor has the additional responsibility of ensuring the subcontractor follows the prime's Procedures. GFRs shall deal directly with the prime for all issues regarding Procedures, including those involving development and modification of, and compliance with the prime contractor's Procedures. When GFRs observe subcontractor operations deviating from the prime's approved Procedures they shall direct all required corrective actions to the prime for resolution.

1.2.8.3 Oversee the Contractor's Training/Evaluation Program. GFRs shall ensure that contractor crewmembers are properly trained and evaluated prior to operating Government aircraft. [DCMA INST 8210.1](#) provides specific instructions regarding how the training and evaluation programs should be managed.

1.2.8.4 Sign Flight Approvals. GFR approval is required for all flights under the [GFRC/AFRC](#). Signing the flight authorization indicates that the contractor has demonstrated compliance with their Procedures and all contractual requirements under the [GFRC/AFRC](#) and is the final requisite step for the Government's indemnification of the contractor. GFR approval of flights under the [GFRC/AFRC](#) is required regardless of who is on board the flight (contractor, military, or both).

1.2.8.5 Metrics. In the absence of a CFO, the GFR is responsible for complying with the requirements of paragraph 1.2.6.6 for contractor hours, sorties and significant events.

1.2.8.6 Coordinate on Safety of Flight Items. GFRs shall coordinate with the QAR/QAS on Safety of Flight surveillance of Safety of Flight inspections, see [paragraph 3.2](#).

1.2.8.7 Conduct Annual Contractor Surveys. If an AOI is conducted within 3 months (plus or minus) of the scheduled annual survey, in lieu of conducting an additional contractor inspection by the APT, GFRs may use the AOI report along with APT observations made throughout the year to create an annual report on contractor compliance. If the AOI falls outside this window GFRs will conduct the annual survey as scheduled IAW [DCMA INST 8210.1, Chapter 7, paragraph 7.7](#). Also see paragraph 1.3 of this instruction.

1.2.8.8 Organize the APT's Surveillance Plan. GFRs must establish an APT surveillance plan for each contractor facility and track monthly audits for trend analysis. GFRs should utilize all members of the APT as part of this surveillance plan. AMMs/GGFRs have the responsibility to track the surveillance data in an appropriate computer database. AMMs/GGFRs may elect to use the AMM database, contractor specific database, commercially available database, or a combination of databases to fulfill this requirement. The plan should be flexible enough to allow for adjustments on a monthly or quarterly basis while still obtaining credible trend analysis. Specific customer desired outcomes, as documented by MOUs/MOAs/[SCAs](#) with the customer, will be addressed in the surveillance plan stating how the APT will support the requirements. This plan should work in conjunction with any QA/PA plans already in existence. All discrepancies should be shared throughout the APT. The APT will ensure that deficiencies are corrected in a timely manner. The surveillance plan will be signed/approved by the CMO Commander. A sample Excel surveillance plan tracking sheet which mirrors the Aircraft Operations Inspection (AOI) program can be found at: home.dcma.mil/dcma-ao/files/apt_example.xls.

1.2.8.9 Loss Damage/Destruction (LDD) Investigation and Determination. The GFR along with the Property Administrator (PA) and the rest of the APT shall investigate all LDD's involving aircraft under the [GFRC](#) and provide recommendations to the ACO concerning the applicability of the [GFRC's](#) deductible for each relevant incident. (See the [Property Management on Government Contracts Guidebook](#) for further guidance on LDD investigation and determination processes.)

1.2.8.10 Administration Contracting Officers (ACO) Relationship. GFRs should maintain a close working relationship with their ACO(s). ACOs, with their broader CAS responsibilities, are privy to information on programs and future shifts in workload. Coordinate any forecasted program changes that may affect workload/manning requirements with the Division DAO and DCMA-AO CMO Support.

1.2.8.11 Office of Counsel Relationship. GFRs should maintain a working relationship with their CMO Office of Counsel. The Office of Counsel has aviation contract and insurance law experts available via their servicing Office

of Counsel. These experts have a vast amount of experience in resolving some of the more complex regulatory and legal issues facing GFRs.

1.2.9 Ground GFR (GGFR). The GGFR is responsible for surveillance of contractor aircraft ground operations under [GFRC/AFRC](#) as described in [DCMA INST 8210.1, Chapter 5](#). GGFRs carry similar delegated responsibilities to those of the GFR except they are not authorized to approve flight Procedures, approve crewmembers or sign flight approvals. GGFRs are normally assigned where contractors only perform ground operations. GGFRs can approve ground operations procedures (GOPs) when there is no GFR assigned (see paragraph 1.2.8.2 for process). GGFRs shall know the status of all contractor facilities, equipment, group personnel training and certification, technical data, and Procedures involving aircraft ground operations. Prior to assuming GGFR duties, the GGFR appointee shall meet the following requirements:

1.2.9.1 Background. A US military aircraft maintenance officer or NCO (E-7 or above), or Government civilian equivalent. Division Directors/Commander shall obtain approval from DCMA-AO Executive Director prior to Request for Personnel Action (RPA) for hiring civilian GGFRs.

1.2.9.2 Classroom training. Completion of the [DCMA GFR or AMM/GGFR Certification Course](#). (See [DCMA INST 8210.1, paragraph 7.1.](#)) (Note: GGFRs must re-attend if they have not attended the training in the past five years. Instructing the course counts as attending.)

1.2.9.3 On-site training. Completion of the OJT training program², ([Attachment 7](#)). GGFRs returning from deployments of 179 days or more shall re-complete the OJT program (not to include observing an AOI) within 30 days of their return.

1.2.9.4 Completion of the Aircraft Ground Safety course (Within 12 months of assignment. Not mandatory for individuals serving a 12 month tour).

1.2.9.5 DAWIA Level I/II Certification in any field (e.g. Production, Quality and Manufacturing, Contracting, Test, Program Management, etc.) (within 24 months of occupying a coded billet). Contact CMO Support to verify acquisition coding when PDs do not indicate acquisition coded billet information.

² As part of OJT all AMMs/GGFRs must observe an AOI prior to being inspected by the AOI team, however, new AMMs/GGFRs do not have to observe an AOI prior to performing AMMs/GGFRs duties.

1.2.9.6 **Letter of Delegation (LoD).** Receive a signed GGFR Letter of Delegation from the CMO commander. [DCMA CMO commanders are authorized, via DCMA INST 8210.1, to act as the Approving Authority for DCMA GFRs and GGFRs, but have no authority to appoint non DCMA personnel to perform duties as GFRs or GGFRs in any capacity. That authority rests with the appropriate Service Approval Authority IAW [DCMA INST 8210.1, paragraph 1.5.](#)].

1.2.10 **Aviation Maintenance Manager (AMM).** The AMM is responsible for surveillance of contractor aircraft ground operations under [GFRC/AFRC](#) as described in [DCMA INST 8210.1, Chapter 5](#). AMMs differ from GGFRs in that AMMs have no authority to approve GOPs. AMMs shall know the status of all contractor facilities, equipment, group personnel training and certification, technical data, and Procedures involving aircraft ground operations. AMMs shall:

1.2.10.1 **Initial Qualification.** Prior to assuming AMM duties, the AMM appointee shall meet the following requirements:

1.2.10.1.1 **Background.** Fully qualified military (E7 or above) aircraft maintenance craftsman, or Government civilian equivalent. Division Directors/Commander shall obtain approval from DCMA-AO Executive Director prior to Request for Personnel Action (RPA) for hiring civilian AMMs.

1.2.10.1.2 **Classroom training.** Completion of the [DCMA GFR or AMM/GGFR Certification Course](#). (Note: AMMs must re-attend if they have not attended the course in the past five years or if they have not been involved in contractor aircraft operations as an AMM for a period of three years. Instructing the course counts as attending.)

1.2.10.1.3 **On-site training.** Completion of the OJT training program ([Attachment 7](#)). AMMs returning from deployments of 179 days or more shall re-complete the OJT program (not to include observing an AOI) within 30 days of their return.

1.2.10.1.4 **Completion of the Aircraft Ground Safety course** (Within 12 months of assignment. Not mandatory for individuals serving a 12 month tour).

1.2.10.1.5 **DAWIA Level I/II Certification** in any field (e.g. Production, Quality and Manufacturing, Contracting, Test, Program Management, etc.) (within 24 months of occupying a coded billet). Contact CMO Support to verify acquisition coding when PDs do not indicate acquisition coded billet information.

1.2.10.1.6 **Letter of Appointment (LoA).** AMMs receive their appointments via inclusion in the CMO commander's APT appointment letter.

1.2.10.2 **Monitor Contractor Ground Operations.** AMMs shall know the status of all contractor facilities, equipment, ground personnel training and certification, technical data, and Procedures involving aircraft ground operations.

1.2.11 **Aviation Safety Officer (ASO).** Each location with DCMA aircrews shall have a rated officer designated in writing as the ASO by the CMO commander. The ASO is responsible for establishing and overseeing the unit's flight safety program (see Chapter 6, page 77).

1.2.11.1 DCMA-AO shall make every effort to ensure that ASOs receive training from their Service ASO course or through DCMA-administered training.

1.2.11.2 All personnel coming into a DCMA AO position (GFR, GGFR, AMM, crewmember, or AO staff) shall attend the DCMA ASO and AO-101 courses in addition to the GFR/GGFR/AMM (as applicable) courses.

1.2.12 **Contract Safety Specialist/Manager (CSS/CSM).** As a member of the APT, the CSS/CSM has primary responsibility for the surveillance of contractor aircraft ground, industrial and explosives safety processes. CSSs/CSMs shall:

1.2.12.1 **Initial Qualification.** CSS/CSM APT members will complete the following basic requirements

1.2.12.1.1 **Background.** Fully certified GS 0018-XX CSS/CSM, as per the Contract Safety Certification Program requirements. (Note: in the event a fully certified CSS/CSM is not available, a trainee may be appointed under the full supervision/mentoring of a fully certified CSS/CSM.)

1.2.12.1.2 **Classroom training.** Completion of the DCMA Aircraft Ground Safety Course.

1.2.12.1.3 **Self study.** Completion of the [DCMA GFR/GGFR/AMM Pre-Course Study Unit](#).

1.2.12.1.4 **Certification Maintenance.** The DCMA Contract Safety Certification Program requires CSSs/CSMs to receive continuing education/training in order to maintain certifications. For the purpose of certification maintenance, for CSS/CSMs assigned to APTs is highly recommended that they complete the DCMA ASO Course, DCMA

GFR/GGFR Course or DCMA AMM Course. CSS/CSMs assigned to an aircraft facility should re-attend the DCMA AGSC at least every 5 years.

1.2.12.2 Verify ARFF/Hangar Fire Suppression Requirements. The CSS/CSM will coordinate with the contractor to ensure all hangar fire suppression systems, ARFF assets/programs, and firefighter training standards meet contractual requirements. The CSS/CSM will advise the GFR, ACO, and CMO commander of any deficiencies and make recommendations regarding the validity of the contractor's mitigation plan.

1.2.12.3 Verify Overall Ground Safety Environment. The CSS/CSM will ensure that the contractor is conducting operations using facilities, equipment and procedures that do not put Government assets at undue risk.

1.2.12.4 Risk Planning. CSS/CSMs are normally responsible for several facilities. These sites may range from simple industrial applications to major ammunition and explosives manufacturing to aircraft production and repair facilities. CSS/CSMs are required to do overarching risk planning for the Contract Safety Center that incorporates all their responsibilities. The CSS/CSM must work closely with the GFR and AMM to establish risk plans to meet requirements for each aircraft facility.

1.2.12.5 HQ AOI Team Participant. In order to participate as a member of an HQ AOI Team, CSS/CSMs, must be Aircraft Certified (Contract Safety Certification Program) and have satisfactorily participated in at least two AOIs with a fully qualified AOI Safety Team Lead.

1.2.13 Quality Assurance Representative/Specialist (QAR/QAS). As a member of the APT, the focus of the QAR/QAS is on the contractor's manufacturing, production and quality assurance processes. The QAR/QAS is the APT's primary focal point for managing Safety of Flight requirements. QAR/QAS APT duties and responsibilities are described in DCMA's [Product Assurance Policy](#). To the maximum possible, the QAR/QAS appointee will complete the following basic requirements:

1.2.13.1 Background. Fully qualified GS 1910-XX QAS, or military equivalent.

1.2.13.2 Self study. Completion of the [DCMA GFR/GGFR/AMM Pre-Course Study Unit](#).

1.2.13.3 Classroom training. Completion of the DCMA Aircraft Ground Safety Course or [DCMA AMM/GGFR Course](#).

1.2.14 Property Administrator (PA). As a member of the APT, the Property Administrator's (PA) focus is on the contractor's property control systems. The APT has two aircraft operations property issues that must be given close

attention. First, when an aircraft is damaged on a contract which includes the [GFRC/AFRC](#) the ACO must use the [GFRC/AFRC](#) to determine which party bears the risk of loss for the damage. Secondly, all Government furnished equipment must be properly accounted for and maintained. PA APT duties and responsibilities are described in DCMA's [Property Management on Government Contracts](#) guidebook. The primary objective of the property administration function is to ensure the contractor property control systems are compliant with respective requirements. These property control systems must attain efficient, economic, and uniform management of all Government property required for the performance of the contract. This includes Government-Furnished Equipment (GFE)/Property (GFP) and any Government-owned aircraft part, or Ground Support Equipment (GSE) provided to a contractor for use in conjunction with a specific contractual requirement. The PA will ensure the contractor complies with obligations to acquire, control, use, care for, report and dispose of Government property and ensure they advise ACOs. The Facilities and Property protection is ensured via accepting contractor's Procedures, contract property control data files, audits and Surveillance plan. PAs are responsible for updating the [Property Web application in eTools](#) with Loss Damage/Destruction (LDD) incidents involving aircraft under the [GFRC](#). To the maximum extent possible, the Property Administrator appointee will complete the following basic requirements:

1.2.14.1 **Background.** Fully qualified GS 1103-XX Industrial Property Management Specialist.

1.2.14.2 **Self study.** Completion of the [DCMA GFR/GGFR/AMM Pre-Course Study Unit](#).

1.2.15 **Administrative Contracting Officer (ACO).** Although not a formal member of the APT, the ACO is a key individual in the administration of the contract. The ACO has overall responsibility for all CAS functions under FAR Subpart 42.3. Regular communication between the ACO and the APT is critical. ACOs involved with aircraft contracts shall complete the DCMA GFR/GGFR/AMM Pre-Course Study Unit and are strongly encouraged to attend the DCMA GFR Training Course or the DCMA-AO Contracting Officers' Course. Attendance at the Aircraft Operations Training Seminar is also strongly encouraged. The following areas require ACO involvement when administering contracts involving aircraft operations:

1.2.15.1 **Contract Receipt and Review (CRR).** While CRR is not unique to contracts involving aircraft operations, the ACO should be aware of specific areas. The ACO should be knowledgeable of the requirements in DFARS Subpart 228.370, *Additional Clauses*, which prescribe the circumstances when the [GFRC/AFRC](#) should be used. Contracts which fail to properly contain the [GFRC/AFRC](#) or which contain language that improperly modifies the clauses or the requirements of DCMA INST 8210.1 must be corrected. DFARS Subpart 228.370 describes the only normally acceptable

modifications that can be made to the [GFRC/AFRC](#). DCMA INST 8210.1, Chapter 2 describes the only authorized procedures for modifying the requirements of the Instruction. A Contract Deficiency Report (formerly DD Form 1716) should be issued via the Electronic Document Access (EDA) system for any deficiencies noted.

1.2.15.2 Review Annual/Semi-Annual APT Surveys. The GFR will issue a survey report annually (if resident) or semi-annually (if non-resident). The surveys may be conducted more frequently if needed. The ACO shall review GFR survey reports within 5 working days or a later mutually agreed upon date to ensure that all findings/deficiencies can be linked to contractual requirements. ACOs should resolve any issues they have with the report directly with the GFR. If the ACO has determined the report does not contain statements or findings that could be construed as authorizing a constructive change, they should place their cover letter over the report and forward it to the contractor for information / action as appropriate.

1.2.15.3 Aircraft Damage. Because of the deductible and equitable adjustment sections of the [GFRC/AFRC](#) any damage to Government aircraft under contract (or other GFE) should be discussed between the ACO, Property Administrator and the GFR. The circumstances of the damage must be closely examined to determine proper application of either the [GFRC/AFRC](#) or the Property Clause. See also paragraph 3.3 of this instruction.

1.2.15.4 Withdrawal of Government Acceptance of Liability. Should the ACO determine that the contract aircraft are in the open and under unreasonable conditions they shall immediately notify the contractor to ensure appropriate actions are taken to resolve the situation. Refer to the [GFRC](#), paragraph (c) for guidance in these situations and for the proper procedures for removing the Government's assumption of risk under the clause should this become necessary. The contractual requirement to comply with DCMA INST 8210.1 (per the [GFRC](#) paragraph (k)) continues even when the Government's assumption of risk is withdrawn.

1.3 Annual Contractor Survey.

1.3.1 Resident GFR Reports. [IAW DCMA INST 8210.1, Chapter 7, paragraph 7.7](#), resident GFRs shall perform a minimum of one contractor survey every 12 months. APTs will use numerous sources of information to formulate this assessment including their observations throughout the year, CARs, AOI reports, etc. This assessment is contractor compliance based. APTs are encouraged to mirror the inspection items evaluated during DCMA-AO's AOI ([see the example survey report based on the AOI process](#)). APTs will also include a Facility Data Sheet (FDS) (a brief listing of important contractor information) with the survey report. Upon completing their review, the GFR shall

complete the survey report within 10 working days. Once completed, the GFR shall route the report through the ACO. The ACO ensures the findings are within the scope of the contract and forwards the report to the prime contractor, CMO commander, PCO and applicable procuring activity/customer organizations within 5 working days of receiving it. Prime contractors must respond to survey findings that direct corrective actions to the GFR and ACO within 30 days of receiving the survey report. However, the ACO may direct a more immediate response for significant risk findings. The GFR and ACO will jointly analyze the contractor's corrective actions for contractual compliance.

1.3.2 Non-Resident GFR Survey Reports. Non-resident GFRs also assess contractors annually, routing their reports through the ACO per paragraph 1.3.1. In addition to their annual assessment, GFRs for non-resident sites will conduct semi-annual surveys. These semi-annual surveys need not be as comprehensive as the annual survey. At a minimum, out of cycle surveys should still include an analysis of the current state of the contractor's aircraft safety program, the status of corrective actions from previous surveys, and a review of any high interest items. Findings and observations may be described in a trip report. Copies of semi-annual survey reports should be sent to the ACO. The ACO will ensure the findings are within the scope of the contract and forward the report to the contractor, CMO commander, PCO and applicable procuring activity/customer organizations.

1.3.3 Additional Reporting Requirements. Send copies of all survey reports to DCMAA-C/DCMAI-AO/DCMAS-D AO and DCMA-AO Risk Assessment.

1.4 Contract Administration. DCMA-AO is involved in three distinct types of contract administration: “Normal” Contracts, Contractor Field Team (CFT) contracts, and Quick Reaction Contracts.

1.4.1 “Normal” Contracts. These contracts provide sufficient lead time to conduct proper pre and post-award meetings.

1.4.1.1 Prior to Contract Award. The APT should make every effort to involve itself in the Contract Administration Services (CAS) process as soon as practical. Early APT involvement can help identify problems involving [GFRC/AFRC](#) requirements so solutions can be developed early in the process. The APT shall help determine which Service requirements and regulations apply to the contract and then ensure the contractor's Procedures meet those requirements. Exclusion of the [GFRC/AFRC](#) on an aircraft contract may constitute a deficiency and should be discussed with the ACO. In appropriate circumstances, the ACO may forward these deficiencies to the PCO by means of a DD Form 1716, Contract Deficiency Record. If a dispute arises as to whether the deficiencies require PCO involvement, DCMA [GFRC/AFRC](#) legal experts should be consulted.

1.4.1.2 After Contract Award. The Administrative Contracting Officer (ACO), upon receiving a contract which includes the [GFRC/AFRC](#), shall inform the CMO commander of the requirement to appoint an APT for this contract.

1.4.2 Contractor Field Team (CFT) Office. DCMA manages numerous aviation related CFT contracts through the DCMA Ohio River Valley, CFT office. These contracts are primarily administered on military installations and utilize Service GFR/GGFRs (although occasionally DCMA units may manage small CFTs). The DCMA CFT office's responsibilities include:

1.4.2.1 Appointing CFT GFR/GGFRs. The CFT office is responsible for "Surveillance of Flight Operations" (FAR Subpart 42.302 (a) (56)) for CFT contracts. Accordingly and IAW [DCMA INST 8210.1 Chapter 7](#), the DCMA Ohio River Valley CMO commander is responsible for appointing Service GFR/GGFRs to manage these contracts commensurate with the procedures for accomplishing like appointments, found in paragraph 1.1.4.

1.4.2.2 Reviewing Company Core Procedures Used at CFT Sites. These Core Procedures do not require annual or semi-annual meetings by all CFT GFRs for review and approval. The DCMA Ohio River Valley APT is responsible for annually reviewing the Core Procedures for all CFT contractors. The DCMA Ohio River Valley APT will ensure that all Service GFRs have access to these Procedures. The CFT Core Procedures along with the local procedures annex make up the contractor's Procedures for each site and are approved at the local level only, by each unit GFR individually, IAW DCMA INST 8210.1, chapter 3. When a unit GFR discovers a deficiency in the Core Procedures he/she should bring the deficiency to the attention of the DCMA Ohio River Valley APT so that the deficiency can be resolved for all other CFT locations.

1.4.2.3 Providing Subject Matter Expert Guidance. The DCMA CFT office provides technical expertise for all CFT Service GFR/GGFRs regarding how to interpret and implement DCMA INST 8210.1.

1.4.2.4 Conducting CFT Recurring Training Seminars. These conferences are designed for qualified GFRs to assemble and discuss current issues they have regarding contract management and DCMA INST 8210.1.

1.4.2.5 Conducting CFT Orientation Briefings. These briefings are given to new or prospective CFT GFR/GGFRs to help them understand CFT and their role in managing these diverse aviation contracts.

1.4.2.6 Conducting Staff Assistance Visits (SAVs). SAVs may be conducted at the unit's request to provide on-site commander support and assist the GFR/GGFR perform his/her annual contractor assessment, and other responsibilities.

1.4.2.7 Teaching DCMA’s GFR/GGFR Courses. Service GFRs/GGFRs normally attend DCMA’s formal training program. With the concurrence of DCMA-AO, the Aeronautical Division DAO, and the DCMAI DAO, these courses may be taught at forward deployed locations. The CFT office along with other DCMA-AO qualified instructors will team together to conduct this training. DCMA-AO will approve the instructor cadre for these forward deployed courses. These courses will utilize DCMA-AO approved curriculum.

1.4.2.8 Mishap Notification. Service GFR/GGFRs report mishaps IAW their normal Service guidance. The CFT office is responsible for notifying the DCMA chain of command about Class A/B mishaps and all other incidents related to contractor performance using the reporting format described in Chapter 6 of this Instruction.

1.4.2.9 Quarterly Reporting. Like all DCMA organizations with aircraft operations, the CFT office is required to submit a quarterly status report. This report should be tailored to CFT’s unique mission and should, at a minimum, include the six month projected schedule, a summary of the total number of CFT sites (including the number without a GFR/GGFR and a projected get-well date) and a status update of all open Class A/B mishaps and applicable incidences.

1.4.3 “Quick Reaction” Contracts. DCMA Divisions manage two types of quick reaction contracts: Rapid Response (R2) and the Flexible Acquisition and Sustainment Tool (FAST).

1.4.3.1 Rapid Response Contracts. The Rapid Response (R2) office is located at Ft. Monmouth, NJ.

1.4.3.2 FAST Contracts. The Flexible Acquisition and Sustainment Tool office is located at Robins AFB, GA.

1.5 Aircraft Operations Awards Program. The DCMA Aircraft Operations Awards program is designed to provide recognition for outstanding individuals and units within the Agency.

1.5.1 Awards. There are two major categories of awards: Individual and Unit Awards. Within the Unit Award category there are two sub-categories: the Outstanding Flight Activity and Outstanding APT. Within the individual category there are seven awards: The outstanding CFO, ASO, GFR, IMA, AMM, CSS/CSM, and QAR .

1.5.2 Criteria.

1.5.2.1 Unit Awards. The unit awards are graded on the following criteria: level of activity, diversity of mission, training programs, mission readiness/ accomplishments, customer and contractor interface, significant initiatives to

improve contractor quality or cooperation, significant initiatives to improve customer satisfaction and product quality, safety programs, significant actions to correct aviation/ground hazards that improve safety awareness, new safety programs/initiatives, successful aircraft emergency recovery, mishap record, and finally, mishap reporting.

1.5.2.2 Individual Awards. Individual awards are graded on their support of DCMA's and their unit's mission.

1.5.3 Time Frame. Submissions covering achievements made during the previous fiscal year, are due to DCMA-AO by December 1, each year. Late submissions will be considered at the discretion of DCMA-AO.

1.5.4 Award Announcements. Award winners are announced during the annual Aircraft Operations Training Seminar (AOTS).

1.6 On-the-Job-Training (OJT) Program. DCMA-AO shall ensure all newly assigned GFRs and GGFRs/AMMs receive On-The-Job-Training (OJT) prior to assuming their respective roles. OJT shall consist of a thorough review of the trainee's contract(s) and contractor's Procedures; interviews discussing roles and missions with the Administrative Contracting Officer (ACO), and CMO commander (interviews may be conducted via telephone); and an opportunity to observe an AOI at an outside unit.

1.6.1 Assignment of OJT Mentors. The Policy and Training Director will coordinate with the Aeronautical Division to assign a qualified GFR/AMM as the OJT mentor to conduct the training. Mentors will be selected based on their experience in the job and performance during their unit's AOI. The DCMAI DAO will provide OJT mentoring for International GFRs/AMMs. The DCMAS DAO will provide OJT mentoring for Special Programs GFRs/AMMs.

1.6.2 AOI OJT Training. Each OJT student will be scheduled to observe an AOI by DCMA-AO Risk Assessment. If possible, the Risk Assessment Director will match students to AOIs with programs similar to the student's. Keep in mind that many factors come into play when matching students to AOIs. Do not contact Risk Assessment to request a specific AOI. Students will be notified which AOI they have been scheduled for by the AOI Team Lead NLT 60 days prior to the AOI. Funding for AOI OJT is the responsibility of DCMA-AO Policy and Training. Orders will be done through DTS. The attached [GFR OJT Guide](#) and [AMM OJT Guide](#) syllabi describes the program.

1.7 PLAS. Performance Labor Accounting System (PLAS) is the system DCMA uses to track hours expended on each program and function. PLAS codes associated with aircraft operations activities include:

1.7.1 Code 064. Used when performing most GFR and APT duties.

- 1.7.2 **Code 064A.** Use when performing duties related to DCMA flight operations or ASO duties.
- 1.7.3 **Code 085 Series.** Used by QARs/QASs when performing duties involving aircraft manufacturing and production, managing Safety of Flight requirements, and APT duties.
- 1.7.4 **Code 102.** Used when performing Property Administration duties.
- 1.7.5 **Code 021.** Used when performing Pre-Awards. Most likely used by R2/FAST APTs, but other APTs may be tasked to perform these functions.
- 1.7.6 **Work Code “EM” (Extended Active Duty Military Hours)** must be selected to properly record military work hours for work exceeding 8 hours on a normal work day or for any weekend/holiday work.

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Chapter 2

Command and Administration

2.1 **Overview.** This chapter in conjunction with other governing directives prescribes requirements for DCMA CMO commanders at DCMA AO sites.

2.2 **Commander Responsibilities.** The CMO commander has the responsibility, authority, and accountability over the day-to-day operations of each aviation program.

2.2.1 **Letters of Delegation (LoD) and Letters of Appointment (LoA).**

Government Flight Representatives (GFRs), Ground GFRs, (and alternates as appropriate) must receive an LoD (see DCMA INST 8210.1 for an example [Delegation of Authority letter](#)) separate from their APT appointment letter IAW [DCMA INST 8210.1, paragraph 7.1](#). CMO commanders are responsible for funding all travel expenses for their appointed primary or alternate APT members whenever the APT members are performing their primary duties. CMO commanders are responsible for appointing Aviation Program Teams (APTs) to oversee contracts containing the [GFRC/AFRC](#). CMO commanders with DCMA flight operations also appoint a Chief of Flight Operations (CFO) and an Aviation Safety Officer (ASO) to execute the unit's flight operations and safety programs. Upon change of CMO commander new appointment letters are required.

2.2.1.1 **Designations of Qualification.** All qualifications/designations will be signed by the CMO commander, IAW Service guidance, except where noted below. If the CMO commander is not a rated officer then an endorsement of the qualification(s) sought will be obtained from DCMA-AO. Rated CMO commanders can sign for non-rated Tertiary CMO commanders.

2.2.1.1.1 **Aircraft Commander Designations.** CMO commanders shall sign aircraft commander designations unless the designation is for a rated CMO commander. In this case, the designation shall be signed by DCMA-AO.

2.2.1.1.2 **Instructor Appointments.** When required by Service guidance, CMO commanders shall appoint all instructors in writing.

2.2.1.1.3 **Flight Examiners/NATOPS Evaluators.** If manning permits, the CMO commander shall designate a highly qualified instructor in each aircrew position as a flight examiner. Flight examiners shall administer written and flight evaluations to DCMA aircrew members IAW Service Guidance. DCMA Flight Examiners/Evaluators shall not receive their recurring flight evaluations from other evaluators within their CMO. CFOs shall include in their annual budgets, sufficient funds to either bring in a Service Evaluator or an evaluator from another CMO, or to send the in-

house evaluator(s) TDY for scheduled recurring evaluations. DCMA evaluators are authorized to administer contractor checkrides.

2.2.1.1.4 Flight/Mission/NATOPS Qualifications. All recurring flight certifications will be signed by the military Flight Examiner and the CMO commander unless the certification is for a rated CMO commander. In this case, the certification can be signed by the Fleet Replacement Squadron (FRS) or Evaluation Squadron CO in accordance with Service Guidance or forwarded to DCMA-AO for final approval and signature.

2.2.1.1.5 Aircrew Training Officer. The CMO commander shall ensure an individual is identified, in writing, to manage the training program, including maintaining records of aircrew personnel currency and proficiency requirements.

2.2.1.2 All designations, delegations and appointments listed in above shall be in writing. Provide copies of all LoDs, LoAs and designation letters to the appropriate Division DAO and DCMA-AO CMO Support.

2.2.2 Personnel Manning Levels. CMO commanders will evaluate the requirements for personnel required to perform flight operations at their site. Personnel requests and actions will be forwarded to DCMA-MPOC for coordination with DCMA-AO. Only DCMA-MPOC and DCMA-AO will contact the parent Services directly concerning filling or modifying military billets.

2.2.3 Aircrew Support. CMO commanders with DCMA resident flight operations will ensure that all support functions are provided in timely and efficient manner that fosters a safe, effective and efficient flight environment. Examples of these functions include simulator access, flight records management, life-support equipment support and proper access to medical care (i.e. a flight surgeon).

2.2.3.1 Flight Time & Training. Service CAS delegations requesting onsite aircrews to perform check flights must include sufficient flying time under the contract for flight crewmembers to maintain their flying proficiency and currency in the aircraft. When contracts do not include sufficient flying time for assigned military flight crewmembers to maintain aircraft proficiency, and provisions for maintaining proficiency are not made through the procuring activity, only administrative surveillance of contractor aircraft operations/GFR services will be performed. Under these conditions, the CMO commander and procuring activity will arrange for Government acceptance check flights to be performed by TDY military aircrews.

2.2.3.2 TDY Aircrew Support. Service units providing TDY aircrews shall ensure the crewmembers are current and qualified to perform the particular mission(s) described in the support request. CMO commanders shall ensure TDY aircrews are properly briefed on mission requirements and that adequate

mission planning facilities are available. CMOs shall maintain a file that documents TDY aircrews have received this briefing.

2.2.3.3 Weekend Flying. Flying in support of contracts is normally performed during a regularly scheduled workweek. The CMO commander will determine the need to fly on weekends/holidays on a case-by-case basis when an overriding Government need exists.

2.2.3.4 Aircrew Medicine. CMO commanders shall ensure flight operations personnel have access to the nearest DoD installation's flight surgeon/flight medical office to provide required medical services. Use of Federal Aviation Administration (FAA) flight surgeons is not acceptable for annual physicals or for returning crewmembers to flight status.

2.2.3.4.1 Annual Flight Physical Examination. All assigned aircrew personnel shall complete an annual flight physical examination. The examination and administrative paperwork shall be completed as prescribed by the governing directive of the individual's Military Service or the DoD component providing the service.

2.2.3.4.2 Routine Medical Care. Routine medical problems, medical grounding, and return to flying status will be accomplished according to the individual's Service procedures.

2.2.3.4.3 Medical Records Administration. Copies of the most current annual medical certification for flight, most current medical grounding action, and documentation returning crewmembers to flying status will be maintained in the individual's local flight training/evaluation folder.

2.2.3.5 Aircrew Life Support. CMOs are responsible for programming life support equipment requirements as part of their annual budget request. There are several ways DCMA aircrews obtain actual life support services.

2.2.3.5.1 Through the contractor's life support shop, if one exists. Accepting this support from the contractor is appropriate only if the contract imposes a requirement on the contractor to provide such support.

2.2.3.5.2 From nearby Active Duty/Reserve/Guard life support shops. Support responsibilities should be addressed through an MOA between the CMO and the unit providing the service.

2.2.3.5.3 Through qualified personnel within the CMO. DCMA does not maintain life support personnel billets. This method is authorized if assigned personnel have the life support skill set and are available to perform life support duties in addition to their normal duties. In this case, the CMO would be responsible for programming training funds needed to maintain the skill set.

2.2.4 AOI Corrective Action. CMO Commanders are ultimately responsible for resolution of write-ups/risk identified during an AOI. All efforts shall be made to ensure AOI repeat write-ups do not occur.

2.3 Documentation.

2.3.1 Waivers. A waiver is a written request for relief from an instruction or requirement. All waiver requests will describe, using Operational Risk Management (ORM) methodology³, the process/requirement to be waived, associated risks, and risk controls to be implemented to mitigate those risks. When addressing risk mitigation plans for inclusion in waiver packages consider (among other things and as appropriate to the waiver/approval being sought) areas such as special training/certification requirements, weather minimums, site plans, Service guidance (i.e., how does the Service do this operation?), what are the specific contractual issues, physiological requirements, and emergency procedures. Use the Waiver/Approval Request Form [eTool](#) when submitting a waiver through the chain of command to DCMA-AO for processing. Use the “DCMA-AO CMO Support” distribution list on the global directory in Outlook when submitting all waivers. An example ORM format can be found at the same [eTool](#) site. Long-term waivers (those that have the potential to affect aircraft operations in excess of 12 months) should be incorporated into the Local Operating Procedures (LOPs) once approved. There are three types of waivers that require actions from AO personnel; waivers to this Instruction; waivers to Service guidance; contractor waivers.

2.3.1.1 Waivers to DCMA INST 8210.2. Send all requests from the CMO commander for relief from requirements of this Instruction, with justification, through the chain of command to DCMA-AO for approval.

2.3.1.2 Waivers to Service Guidance. Send all requests from the CMO commander for relief from Service requirements, with justification, through the chain of command to DCMA-AO. DCMA-AO will forward the waiver package with a recommendation for approval or disapproval to the appropriate Service waiver authority.

2.3.1.3 Contractor Waiver Requests. Ensure contractor waiver request state the specific contracts that the waiver will apply to. Waiver requests that affect multiple Services will need to be approved by each Service. Contractor waivers generally fall into three categories; contractor requests for relief from contractual written requirements (AKA contract changes); requests for relief from Service Guidance; and [DCMA INST 8210.1](#) waivers.

³ CMOs may use the ORM process from any Service.

2.3.1.3.1 Contract Changes. Requests to modify contract requirements are accomplished through the use of a DD Form 1716. All such requests are routed through the ACO to the PCO for action. DCMA ACOs should ensure all requests for contract modifications that relate to aircraft operations are coordinated with the GFR and APT. Before the ACO routes the DD Form 1716 to the PCO, the GFRs shall forward a copy of the DD Form 1716 with recommendations through their CMO commander, through the chain of command to DCMA-AO for comment. DCMA-AO will obtain comments from the appropriate Service. Service comments will be routed back to the GFR and ACO. The ACO will then determine if a contract change is appropriate.

2.3.1.3.2 Service Guidance & DCMA INST 8210.1 Waivers. These waiver requests are generated by the contractor. GFRs shall forward the waiver package with recommendations through their CMO commander, through the chain of command to DCMA-AO. DCMA-AO will forward the request with further recommendations to the waiver authority for [DCMA INST 8210.1](#). If approved, the GFR will notify the ACO, who will determine if any equitable adjustments to the contract are warranted. Permanent waivers are not the norm. Contractors are expected to continue progress toward meeting the requirements of the contract. All waiver requests should be accompanied by a contractor's plan to fully meet the requirements of the agreed to contract.

2.3.1.4 Processed Waivers. Once a waiver package has been processed through the appropriate Service, the package will be routed back through DCMA-AO, the chain of command, to the CMO. The waivers may be disapproved, approved, or approved with restrictions. For DCMA AO personnel waivers, DCMA-AO may add any level of restrictions to the waiver deemed necessary to ensure risks are appropriately mitigated.

2.3.2 Approvals. DCMA-AO approvals are used to provide HQ rated oversight of high interest processes.

2.3.2.1 DCMA-AO approvals are required for the following: [multiple mission/design aircraft qualifications](#) (paragraph 4.10.3), [recommended alternative training plans for periods of reduced flight time availability](#) (paragraph 4.12.4), [[orientation flights](#), [incentive flights](#), [static displays](#), [flight demonstrations/air shows/flyovers](#), and ["other" flights](#)] (paragraph 4.14.4.2). All approval requests will describe, using Operational Risk Management (ORM) methodology⁴, the process requiring approval, associated risks, and risk controls to be implemented to mitigate those risks. Use the

⁴ CMOs may use the ORM process from any Service.

Waiver/Approval Request Form found on [eTools](#) when requesting approvals for [multiple mission/design aircraft qualifications](#) (paragraph 4.6.3), and [recommended alternative training plans for periods of reduced flight time availability](#). Use the Orientation/Incentive Flight Request Form found on [eTools](#) for [orientation flights](#), [incentive flights](#), [static displays](#), [flight demonstrations/air shows/flyovers](#), and [“other” flights](#). Use the routing specified in the referenced paragraph, and the “DCMA-AO CMO Support” distribution list on the global directory in Outlook when submitting all approval packages. An example ORM format can be found at the same [eTools](#) site.

2.3.2.2 CMO commanders shall coordinate (as time permits) with DCMA-AO on the following: [cargo flights](#); [passenger flights](#); and [Rescue/Recovery/Severe Weather Evacuation Flights](#) (paragraph 4.10.4).

2.3.2.3 DCMA-AO approval is also required for some Local Operating Procedures (see [paragraph 2.6](#) for exceptions). In those cases where LOPs must be approved by DCMA-AO, no waiver package need accompany the LOPs.

2.3.3 **Deviations.** A deviation is a short-term or time-limited departure from Government procedure. Deviations may occur when an emergency or extremely unusual circumstance exists and the time element involved clearly does not permit obtaining approval from the applicable agency. If a deviation occurs, it will be reported to the CMO commander ASAP. The CMO commander will ensure that DCMAA-C/DCMAS-D/ DCMAI-AO (as appropriate), and DCMA AO are informed within 24 hours.

2.3.4 **Flight Authorizations.** The CMO commander shall ensure flight authorizations are published for all flights under the [GFRC/AFRC](#). All flights with DCMA personnel on board will be authorized by the CMO commander or designee (usually the CFO). GFRs approve all flights flown under the [GFRC/AFRC](#) regardless of who is on board.

2.3.5 **Flight Time Documentation.** A record of flight authorizations shall be maintained for 1 year. Individual flight time records will be maintained in accordance with applicable Service directives.

2.4 **Issues With New Contracts.** The CMO commander shall establish a procedure to ensure all contracts are reviewed by the applicable APT. If a contract entails new work on aircraft or aircraft components at a location with no assigned APT, it must be brought to the attention of the CMO commander. The CMO commander will establish a means to evaluate contracts to determine the requirements for surveillance of flight and/or ground operations. If it is determined the contract warrants an APT, the CMO commander will form one with existing personnel or consult with their division DAO and DCMA-AO to obtain additional resources. Contracting officers should include APT inputs in aircraft operations contracts pre-award surveys. CFOs will submit budget adjustment requests through the CMO commander if required.

2.4.1 Secondary Contract Administration (SCA) Delegations. When a contract is administered in one location but the contractor's aircraft operations are conducted in another location, for example at another plant or at a subcontractor, a functional delegation shall be issued for the desired oversight. The delegation shall be channeled through the originating CMO commander to the CMO commander who is responsible for the other operating location. These delegations shall be commander-to-commander in order to provide positive ownership transfer of the aviation program.

2.4.2 SCA Process. The delegating CMO commanders will contact gaining CMO commanders before delegating work to them. Delegations will specifically annotate which functions the gaining CMO commander is required to perform (Contract Safety, GFR, etc.). Additionally, this delegation will clearly specify which CMO commander is responsible for appointing and funding the APT (see paragraph 1.2.7). Issues with manpower, funding, workload, and period of performance should be addressed in the delegation letter. CMO commanders shall coordinate with their chain of command and DCMA-AO on all SCA delegations involving aircraft operations prior to executing the delegation letter.

2.5 Local Operating Procedures (LOPs). The LOP shall be developed to implement and integrate governing directives and to ensure safe, efficient, and effective mission accomplishment. CMO commanders are responsible for ensuring that an LOP is developed for any site under their cognizance which involves aircraft operations. LOPs for sites with non-resident GFRs are only required to contain a cover sheet, a current Facility Data Sheet, and procedures for aircraft delivery and mishap notifications. The procedures in the approved LOP are applicable to all aircrews flying under the cognizance of DCMA, including TDY Service aircrews flying pre DD-250'd aircraft. TDY aircrews flying post DD-250'd aircraft are bound by their parent Service directives. Aircrew personnel (either assigned or TDY) performing DCMA flights shall comply with the procedural, training, and evaluation requirements of this Instruction and their parent Service's directives.

2.5.1 LOP Approval Cycle. These local operating procedures shall be reviewed and updated on a periodic basis (not to exceed a year).

2.5.2 Rated CMO Commander LOP Approvals. Rated CMO commanders will approve their own LOPs and those of their tertiary units. A copy of the approved LOPs will be provided to the Chief of Standardization and Evaluation following each review cycle or any change.

2.5.3 Non-Rated CMO Commander LOP Approvals. Non-rated CMO commanders will endorse their unit's LOP and forward them to DCMA-AO for approval using the template in the [AOI Execution Policy](#). Non-rated Tertiary CMO commanders who report to rated CMO commanders will follow the procedures in paragraph 2.5.2.

2.5.4 AOI Team Leads LOP Approvals. AOI Team Leads may update the annual renewal requirement of LOPs approved IAW paragraph 2.5.3, provided only administrative changes occurred since the LOP was approved by DCMA-AO.

2.5.5 LOP Layout. Any LOP item listed below can be in a stand-alone binder (such as the Mishap Plan) but the location must be referenced in the LOP. The LOP will be organized, but is not limited to, the following mandatory items:

2.5.5.1 Cover page/purpose. Letter signed by the CMO commander stating the purpose of the LOP is to ensure safe, efficient and effective mission accomplishment; to establish standard operating procedures.

2.5.5.2 Instructions/Regulations. In this section list appropriate regulations that apply.

2.5.5.3 Operational Risk Management (ORM). The LOP should document the philosophy of ORM and how it is used for safe and successful mission accomplishment as well as the preservation of Government assets. (Note: ORM inputs may be provided by the procuring command T&E program staff. Any input that results in an increase ORM risk level will be addressed with the T&E staff prior to flight execution.)

2.5.5.4 Facility Data Sheet. As described in [DCMA INST 8210.1](#), this is a listing of important contractor information.

2.5.5.5 Aircraft Delivery Process. The aircraft delivery process must define things such as crew reception/bed down, crew qualifications verification procedures, Safety-of-Flight (SOF) and TD/TCTO compliance processes, local orientation information, user feedback following each aircraft delivery, etc.

2.5.5.6 Mishap Response Plan⁵. This plan will describe responsibilities and procedures for the notification and recordkeeping of mishaps associated with DCMA administered contracts. These procedures will be used to notify the applicable Service component, DCMA command level, and Program Team that a reportable mishap has occurred.

2.5.5.7 Severe Weather Plans. These plans will be conducted according to [AR 115-10](#) *Weather Support for the US Army*, [OPNAVINST 3140.24E](#) *Warnings and Conditions of Readiness Concerning Hazardous or Destructive Weather Phenomena*, [AFI 10-229](#) *Responding to Severe Weather*, or appropriate overseas command directives. CFOs will coordinate the unit's

⁵ The Mishap Response Plan while part of the LOP may exist as a stand alone document.

Severe Weather Evacuation Plan with the GFR's approved plan from the contractor's Procedures.

2.5.5.8 **Waivers.** Any waivers will be located in the LOP.

2.5.5.9 **Point of contact (POC) List.** This list must be current and document personnel the APT are in contact with most often or in case of emergencies. The POC list can be updated as needed and will not be considered a significant change needing approval.

2.5.5.10 **Site Specific Items.**

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Chapter 3

Quality

3.1 **Overview.** This chapter is reserved for guidance on developing unit processes for Quality Assurance (QA), Safety of Flight (SOF), Property Administration (PA), Corrective Action Requests (CAR), APT contract Assessments and Local Operating Procedures (LOP). Service guidance shall be used as the basis upon which local operation processes are written. Where Service guidance and DCMA policy conflict, the more stringent policy shall prevail. Unnecessary repetition of guidance provided in other established directives should be avoided; however, references to those directives are acceptable when they serve to facilitate location of information necessary for local operations. Any procedures that deviate from DCMA or Service guidance require approval IAW the waivers section of this Instruction and shall be specifically identified in a separate section within the LOP.

3.2 **Safety of Flight Overview.** For Safety of Flight see [DCMA Quality Assurance SOF Policy](#). GFR involvement in SOF is limited to review of the SOF Plan to gain an understanding of the program requirements and to assist with coordination of local SOF lists. The GFR will provide evidence of the SOF Plan review to the QA representative on site.

3.3 **Corrective Action Requests (CARs).** All members of the APT should use the same CAR system as described in the Product Assurance [CAR instruction](#). However, when writing a CAR for observed subcontractor actions APTs shall address their CARs to the Prime contractor. APTs may copy the subcontractor on CARs issued to the Prime contractor per the Product Assurance [CAR instruction](#) and their unit's own internal CAR process. All CARs on SoF escapes must be annotated as level II or above.

3.4 **Contractor Oversight.** The APT must establish and document reasonable monthly inspection audits for trend analysis. Daily surveillance of some contractor processes by all APT members may be required, with focus on areas where known problems exist. For example, high risk areas such as FOD and Tool control, and areas where repeated write-ups exist from an Aircraft Operation Inspection. The APT shall review trend data on a monthly or quarterly basis to focus surveillance on problem areas and adjust the surveillance plan accordingly. The APT shall provide the contractor with a copy of the Annual Survey report IAW paragraph 1.3. Trend analysis of subject areas within the APT's responsibilities can be used as early indicators of potential problems with the customer's goals of cost, schedule and quality. Any negative trend or other deficiency identified by the APT shall be communicated to the cognizant Program Integrator and reviewed by the PST for impact.

3.5 **Aircraft Security.** Review contractor's security plan to ensure security of personnel and aircraft. IAW [DCMA INST 8210.1](#), ensure the contractor's [Procedures](#) properly address unauthorized aircraft access. For facilities involved with the storage

and/or operation of classified equipment, the CMO commander shall coordinate with the cognizant Defense Security Service (DSS) office to ensure contractor compliance with all applicable regulations.

Chapter 4

Flight Operations

4.1 **Overview.** This chapter, in conjunction with Service directives, addresses the requirements and processes for military flight operations.

4.2 **Flight Procedures.** The procedures in this chapter are applicable to all aircrews flying under the cognizance of DCMA, including transient TDY Service aircrews or detachments who normally fly with DCMA and all flights approved by a DCMA GFR. Transient TDY aircrew flying an aircraft that has already been inspected and received by the Government, as evidenced the completion of a DD-250, will fly that aircraft pursuant to the applicable regulations, policies and procedures of the Transient TDY aircrew's parent Service. Aircrew personnel (either assigned or TDY) performing DCMA flights shall comply with the procedural, training, and evaluation requirements of this Instruction and their parent Service's directives. When Service guidance and DCMA Directives conflict, comply with the most restrictive. Exceptions to this rule will be approved by the Director, Aircraft Operations (DCMA-AO) and be documented in the Local Operating Procedures (LOPs).

4.3 **Service Guidance.** For purposes of this Instruction, Service Guidance is defined as the procuring Service's regulations, instructions, flight manuals, and technical publications which are applicable to the specific flight and ground operations conducted by DCMA aircrews. Service Guidance includes:

4.3.1 **Minimum Army Service Guidance.** AR 70-62, AR 95-1, AR 95-2, AR 40-501, TC 1-210, the Aircrew Training Manual, and applicable technical manuals.

4.3.2 **Minimum Navy/USMC Service Guidance.** OPNAV Instruction 3710 series and Applicable NATOPS Manuals.

4.3.3 **Minimum Air Force Service Guidance.** AFI 11-202, Vol. 1-3 and applicable AFMC supplements; AFI 11-2FT, Vol. 1-3; AFI 11-401 and AFI 11-301 and applicable AFMC supplements.

4.3.4 **Joint Service Guidance.** For Multi-Service activities the LOPs will delineate, in detail, the appropriate regulations that apply to their operation.

4.4 **Flight Acceptance Personnel Requirements.** Crew composition for Functional Check Flight/Acceptance Check Flight (FCF/ACF) missions shall consist of the minimum manning for flights, as defined by the aircraft flight handbook. Additional personnel, as required and authorized by the CFO to accomplish the flight acceptance mission, may be allowed on airworthy aircraft. Within DCMA, an airworthy aircraft is defined as an aircraft that has completed its initial FCF/ACF with safe and fully functional engine, flight controls and landing gear systems. All flight required critical

displays must be fully operational and units must comply with Service standards for minimum essential equipments lists before determining that an aircraft is airworthy.

4.4.1 FCF/ACF Qualifications. Personnel performing FCF/ACF duties shall be current and FCF/ACF qualified in their respective crew position or be undergoing FCF/ACF qualification or re-qualification training in accordance with Service Guidance⁶. Foreign Military personnel performing FCF/ACF functions on FMS contracts shall be current/qualified to their respective service requirements.

4.4.2 FCF/ACF Non-Crewmember Technical Expert. CFOs and GFRs may authorize participation of a Government non-crewmember technical expert on a Government FCF/ACF sortie when special expertise is essential to conduct the mission. Participation by contractor non-crewmembers on FCF/ACF missions will be in accordance with the contract and [DCMA INST 8210.1](#). For Government non-crewmembers, the CFO and GFR shall ensure compliance with the following:

4.4.2.1 Mission personnel. The technical expert will not displace an essential FCF/ACF crewmember or perform aircrew duties.

4.4.2.2 Equipment. Appropriate seating and personal and life-support equipment are available to the technical expert.

4.4.2.3 Training. A detailed briefing and demonstrations (as necessary) are provided to the technical expert regarding his/her mission conduct (both normal and emergency situations).

4.4.2.4 Physiological. The flight profile does not require special physiological training or present physical demands on the technical expert beyond those of a normal passenger. (If this is not the case, follow Service guidance for all appropriate training and physical requirements.)

4.5 Flight Planning Facilities. Unit flight planning areas should include:

4.5.1 Workspace. A flight operations area with space for flight planning and crew briefings.

4.5.2 Communication. Communication equipment to obtain information on weather, local airfield conditions, Notices to Airman (NOTAMs), and for filing flight plans.

⁶ FCF Training on “Green” aircraft is allowed provided such training is in accordance with Parent Service Guidance.

4.5.3 **Documents.** Flight planning documents required for mission accomplishment.

4.5.4 **Forms.** Weight and balance forms (if required) and hazard reporting forms.

4.5.5 **Airfield diagrams.** to include (as required): runway, helipads, and taxiways; locations of base operations, control tower, fire, and crash equipment; hazardous cargo and special handling areas; arming and hot brake areas; arresting system locations and types; navigation checkpoints; compass rose; obstructions to flight operations; and other pertinent airfield information that affects safe aircraft operations.

4.5.6 **Maps.** A map of the local area showing the following information, as applicable:

4.5.6.1 FCF/ACF areas and profile routes.

4.5.6.2 Restricted or prohibited areas.

4.5.6.3 Jettison areas.

4.5.6.4 Significant obstructions/obstacles.

4.5.6.5 Ejection/egress areas.

4.5.6.6 Supersonic corridors (as required).

4.5.6.7 Other pertinent information (birds, midair potential, training routes, etc.), as required for local conditions.

4.5.6.8 Detailed briefing material for transient aircrews who perform flight duties, including instructions for obtaining the necessary information required for mission planning.

4.6 **Flight Operating Areas.** Each CMO with resident flight operations shall address:

4.6.1 **ATC coordination.** Identify and coordinate flight operating areas and profiles with local ATC agencies.

4.6.2 **Flight following.** Develop flight plans which use radar and radio contact with the ATC agencies to the maximum extent practical, and provide continuous flight following.

4.6.3 **Emergency technical assistance.** Establish communication procedures to provide technical or other mission essential information to airborne aircrew.

4.6.4 **Supersonic flights.** If applicable, establish and coordinate procedures when supersonic flight is required by the FCF/ACF profile to ensure minimum adverse affects on local communities.

4.6.5 **Jettison and egress areas.** Establish and coordinate controlled jettison and/or egress areas, when applicable.

4.7 **Aircrew Duty and Rest Limitations.** The following crew duty and rest limitations apply to all DCMA aircrew personnel. For all other situations, refer to applicable Service guidance.

4.7.1 **Crew duty period.** The crew duty period begins when an individual reports for work (either flight or administrative duties) and ends when the engines are stopped at the end of a mission or series of missions.

4.7.2 **Basic.** The basic crew duty period will not exceed 12 consecutive hours.

4.7.3 **Single pilot aircraft.** Pilots in single-piloted aircraft are limited to a maximum of 6 flying hours in a 12-hour crew duty period for ACF/FCF sorties. For single-piloted aircraft on delivery/ferry missions, the crew duty period will not exceed the basic crew duty period of 12 consecutive hours. When delivery missions are combined with ACF/FCF sorties during the same crew duty period the 6 flying hours in a 12-hour crew duty period applies.

4.7.4 **Crew rest period.** The crew rest period is the non-work period immediately preceding the crew duty period. This period will be a minimum of 12 hours with at least 8 hours allowed for uninterrupted sleep. The crew rest period between consecutive crew duty periods begins at the completion of all official duties including any time required to complete post-flight related duties.

4.8 **Flight Publications.** Establish a control system for the timely distribution and posting of required flight handbooks, checklists, technical orders, operator's manuals, operating procedures, flight management publications, Flight Information Publications (FLIP), and changes and supplements, thereto.

4.9 **Flight Crew Information File (FCIF) Program.** Each DCMA flying location shall maintain an FCIF at a central location readily available to aircrew personnel. Units with both contractor and military flight operations may combine their FCIFs and should utilize the following format.

4.9.1 **FCIF Contents.** The FCIF will contain:

4.9.1.1 **Section I.** Items of a temporary nature, which affect the local flying operations (e.g., safety-related messages, reports, airfield restrictions, Air Traffic Control (ATC) matters, minutes of flying safety meetings). Items in section I will be maintained for a maximum of 60 days.

4.9.1.2 **Section II.** Items of a permanent nature, which affect the local flying operations (e.g., LOP, waivers in effect, FCF/ACF flight profiles and letters of agreement).

4.9.1.3 **Section III.** Publications. A ready-reference library, which includes current DCMA publications, applicable Service publications, flight manuals, and other directives applicable to flight operations. The library will be readily available with its location noted in section I.

4.9.2 **FCIF Procedures.** Aircrew personnel shall review the entire FCIF upon assignment and annually thereafter. All aircrews flying under the cognizance of DCMA shall certify they have reviewed any changes to section I of the FCIF prior to flight. When new information has been added, aircrew personnel must certify that it has been reviewed prior to flight. All certifications of review shall be maintained in the immediate vicinity of the FCIF. Establish a positive system to alert aircrew personnel to changes in the FCIF prior to flight. The FCIF shall be used to disseminate changes to aircraft flight handbooks and other aircrew publications.

4.9.3 **FCIF Section I Distribution.** Units with flight operations (government and/or contractor) will establish and maintain an FCIF distribution list for their unit containing the names of those individuals whom the unit deems should be the initial recipients of any Section I information. Units will contact the appropriate DCMA-AO CMO Support Desk (Air Force, Army, and/or Navy) to have their unit's FCIF distribution list added to the appropriate Service-specific DCMA-AO FCIF distribution list. DCMA-AO has established three e-mail distribution lists for the Services to utilize in transmitting FCIF Section I information to the affected DCMA units with flying operations. These Distribution Lists are as follows:

4.9.3.1 **Air Force:** DCMA-AO FCIF AFMC (AFMC.FCIF@dcma.mil)

4.9.3.2 **Army:** DCMA-AO FCIF AMC (AMC.FCIF@dcma.mil)

4.9.3.3 **Navy:** DCMA-AO FCIF NAVAIR (NAVAIR.FCIF@dcma.mil)

4.9.3.4 **For Section I information affecting all DCMA units with flying operations,** the following e-mail distribution list has been created: DCMA-AO FCIF DCMA (DCMA.FCIF@dcma.mil)

4.10 **Contractor Crew/Non-Crew Approval.**

4.10.1 **Contractor Crewmember Approvals to fly under [GFRC/AFRC](#).** All contractor crewmembers flying under [GFRC/AFRC](#) must be in GFR approved training/qualified status. GFRs shall base their crewmember training/qualification/ termination decisions solely on the contractor requirements delineated in [DCMA INST 8210.1](#), the contract, and the current/projected op-tempo of the contractor. When contractor crewmembers have been approved as

qualified crewmembers, those approvals remain as long as they maintain their currencies (unless the GFR dictates otherwise in writing).

4.10.2 **Contractor Non-Crewmembers flying under [GFRC/AFRC](#).**

4.10.2.1 **Authorization.** The contractor's requesting official issues a list to the GFR semi-annually of each contractor and subcontractor non-crewmember required to fly in Government aircraft. The contractor's requesting official is responsible for ensuring that each non-crewmember is required and qualified for a specific mission. Contractor personnel cannot be considered as a non-crewmember unless they possess a specific skill that the aircrew does not have which is required to accomplish the mission. GFRs do not "approve" non-crewmembers per se, however, they do control non-crewmember authorizations for flight through the flight approval process.

4.10.2.2 **Flights involving non-crewmembers.** For all flights involving contractor non-crewmembers, the GFR shall ensure the non-crewmember: will not displace an essential FCF/ACF crewmember or perform aircrew duties, has appropriate seating and personal and life-support equipment, receives a detailed briefing and demonstrations (as necessary) regarding mission conduct (both normal and emergency situations). Contractor non-crewmembers are required to meet the physiological training and physical requirements delineated in [DCMA INST 8210.1](#).

4.11 **Crew/Non-Crew Qualification.**

4.11.1 **Initial Qualification Training.** DCMA units are not responsible for establishing or maintaining aircrew initial flight qualification training programs. In those rare cases where formal Service training for the aircraft does not exist, training programs provided by private contractors can be used provided the training program is approved and paid for by the owning Service. The military departments are responsible for funding any enroute and initial training requirements per the Tri-Service Agreement.

4.11.2 **Mission Qualification Training.** Newly assigned personnel should arrive with an initial qualification in their assigned aircraft and should have completed a mission qualification check (FCF/ACF/Test as appropriate). If Mission Qualification Training cannot be secured through enroute training, mission qualification may be conducted locally, according to a training syllabus established by the CFO and approved by DCMA-AO. Since local training is not normally included in the AO budget, any such plan must be coordinated with DCMA-AO Budget before acceptance. Training programs may be tailored to individual qualifications. The flying history of the individual and a recommended syllabus shall be sent with the request to DCMA-AO. The syllabus shall include the following:

- 4.11.2.1 **Ground Training.** Academic training to include lessons in aircraft general, engines, systems, flight characteristics, emergency procedures, egress, performance, preflight, post flight, and all-weather procedures. Such training shall also include written examinations and simulator training, if available.
- 4.11.2.2 **Flying Training.** Lesson plans should be tailored to basic aircraft and DCMA mission qualifications. All instruction shall be administered by a qualified military, Government civilian, or approved contractor instructor.
- 4.11.2.3 **Flight Evaluations.** Upon completion of the training program, the individual shall successfully complete an evaluation in the flight regime(s) the individual is qualifying in, if required.
- 4.11.3 **Military Multiple Aircraft Qualification.** Qualification in more than one mission/design/series of aircraft must be predicated on mission requirements. Requests for authorization for multiple mission/design aircraft qualifications must be submitted by the CMO commander to DCMA-AO for approval. The CMO commander must consider all other solutions prior to requesting authorization. Qualification in more than one series of the *same aircraft* design may be approved by the CMO commander provided the flying qualities of the two series are similar as defined by the aircraft manual. (Example aircraft with similar flying qualities include the F-14/A and F-14/D, any series of F-18 (A through D), and any series of F-15 (A through D), but not any combination of F-18C/D and F-18E/F, or earlier series of F-15s and the F-15E. In the F-18C/D and F-18E/F cases, separate flight manuals/NATOPS exist). No aircrew will carry more than one mission/design/series aircraft qualifications without the express permission of DCMA-AO. The CFO will place the written authorization for all multiple aircraft qualifications in the aircrew personnel's flight training folder and develop/document a currency/proficiency plan.
- 4.11.4 **Contractor Multiple Aircraft Qualification.** Governing procedures for contractor multiple aircraft qualifications are delineated in [DCMA INST 8210.1, Chapter 5, paragraph 4.5.4.](#)

4.12 **Crew/Non-Crew Evaluation.**

- 4.12.1 **Evaluation, Training, and Proficiency Flights.** Aircrew personnel should use available time and fuel at the end of scheduled check flight missions after the aircraft is deemed airworthy, or during pickup/delivery missions, to accomplish training and proficiency requirements. Dedicated evaluation, training, or proficiency flights must have the prior approval of the buying activity and CMO commander.
- 4.12.2 **Aircrew Evaluation Program.** Each flying unit that performs aircrew flight evaluations shall establish and administer an evaluation program in accordance with Service directives. Evaluation requirements for crewmembers

shall be IAW Service directives. Unless otherwise stated in the unit's approved LOP, DCMA military aircrew will not receive flight evaluations from contractors.

4.13 **Crew/Non-Crew Currency.**

4.13.1 **Currency Training.** All aircrew personnel shall maintain currency in their respective aircrew position. This training will follow Service guidance. The CFO shall ensure that recurring training requirements are completed in a timely manner. CFOs may prorate semiannual training requirements for personnel entering a training period late, based on governing Service Guidance.

4.13.2 **Currency Requirements for Multiple Aircraft Mission / Design / Series.** CFOs shall develop and document a currency and proficiency plan for all crewmembers authorized to fly more than one mission/design/ series aircraft (see Multiple Aircraft Qualification (paragraph 4.11.3) and Service guidance) in the activity's LOPs.

4.13.3 **Simulators.** When aircraft flight simulators exist for the type aircraft being flown, crewmembers shall complete emergency procedures simulator training. The duration and periodicity of the training session shall be commensurate with Service requirements.

4.13.4 **Periods of Reduced Flight Time Availability.** When crewmembers cannot meet training requirements due to low density production or limited developmental aircraft flight time, the CFO shall develop and submit a recommended alternative training plan for category/design aircraft through the CMO commander and DCMA-AO. An example of such a training plan would be to substitute 50 percent of the Service requirements in a similar aircraft or compatible simulator. Such approvals must be obtained for each applicable semiannual period.

4.14 **Crew/Non-Crew Training.**

4.14.1 **Aircrew Training.** Commanders and CFOs are responsible for monitoring the progress of aircrew personnel training to ensure timely accomplishment of flight requirements. CFOs shall develop written training programs (included in the unit's approved LOPs.) for local qualification requirements, recurring, requalification, and upgrade training, following the applicable Service directives. Aircrew shall maintain physiological training qualifications in accordance with Service directives. When no Service directives exist for a particular airframe, the CFO will solicit help in developing a suitable training program from the program office for the airframe.

4.14.2 **Air work.** Simulated instrument flight, practice emergency procedures, aircraft stalls, aerobatics, slow flight, supersonic flight and touch-and-go landings shall be accomplished according to the aircraft flight handbook/operators manual and directives of the Service possessing the aircraft. Minimum altitudes when

conducting air work, unusual attitudes, and instrument approaches, shall be no lower than prescribed in the owning Services directives. Touch-and-go landings can be conducted at night if the aircrew is obtaining or maintaining night currency. All other air work listed above will be conducted during daylight hours in visual meteorological conditions (VMC).

4.14.3 Training Records. Each flight training folder shall be maintained IAW the crewmembers' Service directives.

4.15 Flight Plans & Approvals.

4.15.1 Scheduling FCF/ACF Activities. The CFO shall publish written start-no-later-than mission times. The published times will take into consideration mission planning, crew rest, required daylight operations, and local noise restrictions (if applicable).

4.15.1.1 Other activities. The CFO may authorize other related activities (e.g., preflight, engine run, taxi test) after the start-no-later-than mission times based on the known needs of the Government.

4.15.1.2 Preflight start. The CFO shall ensure preflight activities begin as soon as practical after release notification from the contractor is received. If the Government is unable to begin or otherwise support preflight activities after notification is received, the contractor will be notified immediately of the Government's intentions.

4.15.1.3 Early preflight termination. If the aircrew determines the aircraft is not prepared for flight during preflight/flight activities the CFO will be notified immediately. The aircraft will be returned to the contractor and the QAR will be notified as soon as possible. In addition, the ACO will be notified, as soon as practical, detailing the incident.

4.15.2 Flight Authorizations and Approvals.

4.15.2.1 DCMA Aircrew Flight Authorizations. All flights involving **DCMA aircrews** shall be authorized in writing by the CMO commander or designee. This designee will be the CFO or another rated individual that the CMO commander designates in writing. In addition, a GFR signature on a [DCMA Form 644](#) (or GFR approved equivalent) is also required for all flights under [GFR/AFRC](#) (see paragraph 4.14.2.3. below).

4.15.2.2 Required Flight Authorization Information. The CMO commander shall ensure flight authorizations are published for all flights. The flight authorization will include: the names, grade/rank, social security number (or annotated as "on file), and flight function of all personnel; a designation to identify the pilot in command, the mission commander, and/or the formation leader, as applicable; the aircraft type and serial number; the purpose of the

flight; the point of departure, destination, and enroute stopover points, as applicable; the date and estimated time of departure; the estimated time enroute (ETE) or estimated time of arrival (ETA); and the signature of the authorizing officer.

4.15.2.3 Contractor Flight Approvals. GFR approval is required for all aircraft flying under [GFRC/AFRC](#), even flights with Government only aircrews. The GFR's approval is required under [GFRC/AFRC](#) as the final requisite step for contractor indemnification, and ensures the contractor has met the requirements of [DCMA INST 8210.1](#).

4.15.2.3.1 Test and Evaluation (T&E) Program Flights. GFRs responsible for T&E programs shall ensure each flight is properly coordinated upon prior to signing the flight approval form. GFRs should maintain open lines of communication between the contractor and the procuring command office responsible for the programs. Any flight event or T&E result that may affect the risk of subsequent flights should be reviewed with the contractor and T&E program staff prior to approving further program flights. The results of this review may be reflected in an ORM input that will be addressed at the appropriate level.

4.15.2.3.2 Suspension of Flight Operations. GFRs should consider suspending flight operations whenever any event occurs, or conditions arise which substantially increases the level of risk. GFRs should, however, take special care when suspending flight operations to ensure flight suspensions are accomplished IAW the contract. GFRs shall coordinate their actions with the procuring command, ACO, and CMO commander. If time permits, coordination should be made prior to suspending flight operations. Flight operations should be allowed to resume only after the risk conditions that led to the suspension have been properly mitigated.

4.15.2.3.3 Flight Approval Process. GFRs shall confirm that each contractor crewmember on the flight approval letter is current, qualified, and is in approved training/qualification status. GFRs may accept a contractor crewmember's training/ qualification status granted by a different GFR, as long as copies of the crewmember's records are immediately available for review.

4.15.2.3.3.1 Requests for Flight Approval. The flight authorization will include all the information on the a [DCMA Form 644](#), *Request for Flight Approval*, including the contractor's name and address and completed blocks 1 through 8. Contractors shall identify the pilot in command in block 2. Block 7 shall include the purpose of the flight, the point of departure, destination, and enroute stopover points, as applicable; the estimated time of departure; and the estimated time

enroute (ETE) or estimated time of arrival (ETA). The contractor's approving official shall complete the form and sign it in block 8 prior to forwarding it to the GFR. Once the GFR reviews the flight profile and crewmember/non-crewmember qualifications and currencies, and is satisfied the flight(s) should be approved, he/she completes block 9 and signs the form. Contractors are bound by the requirements of the contract, their approved Procedures and flight details listed on the [DCMA Form 644](#). Once signed, they cannot deviate from the authorized profile without advance approval (in writing) from the GFR. At the completion of the flight, the contractor shall annotate post-flight details in blocks 10 through 12 and sign in block 13. GFRs shall maintain a record of flight authorizations for 1 year.

4.15.2.3.3.2 **Equivalent Forms.** [DCMA INST 8210.1](#), Chapter 4, paragraph 4.8.2.1. allows GFRs to authorize contractors to use a [DCMA Form 644](#) "equivalent" for flight approvals. Equivalent forms must contain the same requisite information found in [DCMA Form 644](#), including the contractor certification statement, "*I CERTIFY that this flight is in accordance with the flight program authorized by the contract and will be conducted in accordance with the approved flight operations Procedures.*"

4.15.2.3.3.3 **Multiple Flight Approvals.** [DCMA INST 8210.1](#), [Chapter 7, paragraph 7.4.9.4.](#) allows non-resident GFRs (or resident GFRs under *extraordinary circumstances*⁷) to sign "extended" flight approvals (multiple flights/aircraft/flight crews). GFRs should know the profile and objectives for each contractor flight as well as the currency and qualifications of the flight/ground crews involved for the duration of the approval period. GFRs should avoid flight approvals (beyond daily or weekly) unless facing *extraordinary circumstances*. If resident GFRs are not physically available, the alternate GFR should approve flights in lieu of having the primary GFR sign an extended approval. Extended flight approvals cannot include "special flights."

4.15.3 DCMA Mission Profiles.

4.15.3.1 **Mission Flights.** Check flights and FCF/ACF other sorties required by the contract.

4.15.3.2 **Pickup/Delivery Missions.** These flights should be coordinated with the buying activity. These missions are highly encouraged as a method

⁷ Extraordinary circumstances exist when neither the GFR or Alternate GFR will be available to sign individual flight releases. For example, the GFR is on leave and the Alternate GFR will be TDY out of the country.

of obtaining additional flying time, but must not interfere with the normal check flight mission or contract schedule. These flight hours are always funded by the program office or the unit owning the aircraft. (Some fiscal restrictions may apply. Direct further questions to your Legal Counsel.)

4.15.3.3 Evaluation, Training, and Proficiency Flights. Aircrew personnel should use available time and fuel at the end of scheduled check flight missions after the aircraft is deemed airworthy, or during pickup/delivery missions, to accomplish training and proficiency requirements. TDY costs paid by DCMA for DCMA crews on pickup/delivery missions should be applied to AO Aircraft Delivery and Proficiency LOA. Dedicated evaluation, training, or proficiency flights must have the prior approval of the buying activity and CMO commander.

4.15.3.4 Formation Flying/Target/Towing/Pace/Chase Flights. The CMO commander shall ensure that appropriate requirements, procedures, and restrictions regarding these flights are developed. These flights are only authorized when in support of contract requirements or when mission essential.

4.15.3.5 Tactical Events. Tactical events will not be flown unless these events are specifically required by the contract or Service FCF/ACF checklists. These events include but are not limited to: low altitude flying/training, nap of the earth, contour flying, simulated or actual weapons deliveries, and unlimited air-to-air maneuvering.

4.15.3.6 Developmental Test Flights. Developmental Test Flights are normally flown by the contractor in conjunction with a Developmental (RDT&E), Upgrade or Evaluation program. Developmental Test Flights are divided into two distinct categories: Engineering Test Flights and Experimental Test Flights.

4.15.3.7 Engineering Test Flights. Engineering Test Flights involve low to no-risk testing of subsystems and avionics systems that do not affect the flying qualities, flight controls or flight envelope of the carrying vehicle. These flights do not involve risks above that normally associated with FCF flights and may be approved by the CMO commander. Aircrew designated to fly these missions will meet the requirements set forward [DCMA INST 8210.1, Chapter 4, paragraph 4.3.3.](#)

4.15.3.8 Crew Transport. A mission flight performed to transport Government crewmembers/Mission Essential Ground Personnel (MEGP) from point A to point B.

4.15.3.9 Experimental Test Flights. Experimental Test Flights are flights conducted to determine or demonstrate critical operating characteristics of an aircraft. These flights often involve greater than normal risk. They include but

are not limited to new mission, type/design or series aircraft; high angle of attack, flutter and loads/stores separation; envelope expansion or determination; flights to determine initial performance, flight characteristic and handling qualities; and flights of an aircraft whose flight characteristics may have been altered by configuration changes.

4.15.3.9.1 DCMA Personnel on Experimental Test Flights. The Executive Director of Aircraft Operations may approve participation in Experimental Test Flights by DCMA personnel. Request will be forwarded to DCMA-AO and shall include as a minimum: A detailed description of the testing and profiles to be performed with Operational Risk Management (ORM) analysis, CMO commander's endorsement of DCMA's participation in the testing, and a list of crewmembers with qualifications involved. Pilots will be required to meet the requirements set forth in [DCMA INST 8210.1, Chapter 4, paragraph 4.3.2](#). Naval Flight Officers (NFOs)/Weapon Systems Officers (WSOs)/Navigators will be required to meet the intent of the requirements set forth in [DCMA INST 8210.1, Chapter 4, paragraph 4.3.2](#). All other crewmembers will meet the requirements set forth in [DCMA INST 8210.1, Chapter 4, paragraphs 4.3.2.3. or 4.3.2.4](#). Once completed and approved by the appropriate Service testing authority, a copy of the test plan will be forward to DCMA-AO prior to flights actually being flown.

4.15.3.9.2 Passenger Flights on Experimental Test aircraft/flights shall not be authorized under any circumstances.

4.15.3.10 Flights by Supervisory Personnel. Flights by supervisory personnel for the purpose of observing the in-flight performance of DCMA/TDY aircrews may be conducted during FCF/ACF missions and non-mission flights. Personnel authorized to perform supervisory observations are: DCMA Executive Director of Aircraft Operations, DCMA-AO HQ staff officers, DCMAA/DCMAS/DCMAI HQ AO staff officers, CMO commanders, CFOs, GFRs (for contractor flights), rated Service inspection team members as part of an AO risk assessment, DCMA Director, DCMAA-C, DCMAS-D, and DCMAI-AO. If supervisors are not current and qualified in the aircraft, they will not occupy essential crew duty positions during any flight. Prior to flight on ejection seat aircraft, supervisory personnel will complete training in ejection seat procedures for the type aircraft. They will also be briefed on mission profile, location and use of equipment, conduct during emergency situations, and prohibited activities. Altitude chamber training is required for flights above 18,000 feet Mean Sea Level (MSL). CMOs shall follow all applicable Service guidance for accomplishing flights under this paragraph. To the maximum extent possible rated AOI aircrew members shall be afforded the opportunity to conduct a supervisory flight during the AOI process.

4.15.3.11 **Check Flights.** In conjunction with an AOI, qualified Service evaluators may perform pre-mission, flight and post-flight evaluations. Evaluations may include: systems knowledge, boldface, in-flight evaluation and local procedures testing. All flights must be conducted in accordance with GFR approved flight procedures.

4.15.4 **Flight Profiles Requiring Special Approval.** Any flight listed below. The CMO commander shall follow the restrictions below when considering non-mission flights. Units shall submit a complete package consisting of an Operational Risk Management (ORM) evaluation and approvals from the CMO commander, buying activity and owning activity (as appropriate below) for all flights requiring DCMA-AO approval.

4.15.4.1 **Cargo Flights.** Flights for the purpose of transporting routine cargo are not authorized. However, in extraordinary circumstances (e.g., to provide critical humanitarian or time-sensitive, and mission-essential support) the CMO commander may approve a special transport flight. If time permits before the flight, coordinate intentions with the buying activity and DCMA-AO. If time does not permit prior coordination, notify these offices as soon as practical.

4.15.4.2 **Orientation Flights.** A flight performed within the local flying area to familiarize selected Government personnel with the mission and aircraft. Requests for Orientation Flights for DCMA/Government personnel require special attention and will only be submitted after the CMO commander has determined that the flight is in the interest of DCMA. Requests for Orientation Flights must be approved by the buying activity and meet all Service requirements. The request shall then be submitted to DCMA-AO for final approval. The CFO will establish profiles and procedures for these flights, with special emphasis on passenger conduct and safety. Orientation Flights for contractor personnel are not authorized.

4.15.4.3 **Incentive Flights.** Incentive flights may be flown when the DCMA Director wishes to recognize a DCMA military member for exceptional and sustained merit in the execution of his/her primary duty. Incentive flights will be flown on mission support sorties where a vacant cockpit is available. Under no circumstances will a sortie be generated for the sole purpose of accomplishing an incentive ride. Under no circumstances will an incentive ride be accomplished on an FCF/ACF/Test sortie. CMO commanders will ensure the incentive ride complies with all appropriate Service guidance. Requests for incentive rides should be forwarded to DCMA-AO through DCMAA-C / DCMAS-D / DCMAI-AO (as appropriate).

4.15.4.4 **Passenger Flights.** A flight performed to transport personnel from point A to point B. Routine Passenger Flights are not authorized. The CMO commander may authorize the carrying of DoD passengers with the approval

of the owning Service. If time permits before the flight, coordinate intentions with DCMA-AO. If time does not permit prior coordination, notify these offices as soon as practical. Passengers are not authorized on FCF/ACF or test missions. The following restrictions apply for any Passenger Flight:

4.15.4.4.1 **Aircraft configuration.** The aircraft must be configured for carrying passengers (appropriate seating and life-support equipment).

4.15.4.4.2 **Aircrew training.** Aircrew training will not be conducted during missions with passengers on-board.

4.15.4.4.3 **Security.** The passengers will receive appropriate security checks and will be properly manifested.

4.15.4.4.4 **Passenger briefing.** The passengers will be briefed on mission profile, location and use of equipment, conduct during emergency situations, and prohibited activities.

4.15.4.4.5 **Other restrictions.** Passengers will not occupy ejection seats, or seats with access to flight controls/mission equipment.

4.15.4.5 **Rescue/Recovery/Severe Weather Evacuation Flights.** The CMO commander may approve flights which are intended to save lives and protect property. The CMO commander shall notify DCMA-AO and the buying activity of such flights as soon as possible.

4.15.4.6 **Static Display.** CMO commanders shall determine whether static displays are in DCMA's best interest and are allowed per applicable Service guidance. They may approve static displays at the contractor's facility (those not requiring flight), but written approval from the buying activity and DCMA-AO is required for off-station displays. For all static displays, the CFO will establish crew procedures that emphasize safety and professionalism.

4.15.4.7 **Flight Demonstrations/Air Shows/Flyovers.** It is not within DCMA's mission to perform these events. If there is an overriding requirement to participate, a request package will be developed using Service guidance, to include as a minimum: the written request from the originating party, ORM analysis of the event, written buying Service concurrence, and CMO commander's written recommendation. This request package shall be forwarded through DCMAA-C/DCMAS-D/ DCMAI-AO (as appropriate), to DCMA-AO. DCMAA-C/DCMAS-D/ DCMAI-AO (as appropriate), shall add their written recommendation to the package. DCMA-AO will coordinate the request with the Director and the appropriate Service. These requests must be submitted to DCMA-AO no later than two months prior to the event.

4.15.4.8 **"Other" Flights.** Participation by DCMA crewmembers in flight activities within DCMA, other than those specifically allowed by this

instruction, is not authorized without approval from DCMA-AO. Requests for exceptions should be submitted by the CMO commander, to DCMA-AO.

4.15.5 Flight Plans. DD Form 175 (Military Flight Plan), DD Form 1801 (DoD International Flight Plan), locally approved flight plan or an equivalent FAA form will be used to plan all flights. Standard “canned” stereo flights may be used to meet this requirement. Pilots will file and fly Instrument Flight Rules (IFR) to the maximum extent practical. For those operations which require flight under Visual Flight Rules (VFR), pilots will make maximum use of radar advisory services.

4.15.5.1 Flight Acceptance Profiles. FCF/ACF profiles will be developed jointly by the CFO, GFR, and contractor (in accordance with the contract) following the guidance specified in the aircraft technical orders and the contract. If contractual FCF/ACF requirements differ from the profiles specified in the aircraft’s technical orders, NATOPS, or maintenance test flight checklist, the CFO/GFR will request clarification, in writing, from the program office. If relief from the technical order requirements is needed, the program office will supply such relief in writing from the approving authority for the technical order.

4.15.5.2 Fuel Requirements. All aircraft shall carry sufficient usable fuel plus an appropriate reserve to complete the scheduled flight. The CFO at each flying activity shall establish reserve and minimum landing fuel criteria for each aircraft type based on the Owing Services’ Guidance and local conditions.

4.15.5.3 Pre-computed Weight and Balance. The Pilot in Command (PIC) shall certify the aircraft weight and balance IAW Service directives.

4.15.5.4 Weather Requirements. CFOs shall establish takeoff / landing ceiling and visibility minimums for all flights based on the Service directives for their aircraft and the guidance provided below. These minimums will be delineated in the facility’s LOP. Alternate weather requirements will be IAW Service directives and will also delineated in the facility’s LOP.

4.15.5.4.1 Flights prior to demonstrating airworthiness. Flights where airworthiness has not previously been demonstrated on new aircraft or following major maintenance, overhaul, or modification work, or involving discrepancies for engine, flight controls, landing gear, or instruments affecting IFR capability have the following weather requirements:

4.15.5.4.1.1 Bomber, cargo, tanker, patrol, and trainer aircraft: 1,500 feet and 3 miles.

4.15.5.4.1.2 Fighter, attack, and reconnaissance aircraft: 3,000 feet and 3 miles.

4.15.5.4.1.3 **Helicopters:** 700 feet and 1 mile. Helicopter hover checks may be performed when visual reference to the ground and obstruction clearance can be maintained. Helicopters operating under VFR may utilize Service guidance special VFR unless a higher minimum is required at the airfield.

4.15.5.4.2 **Check Flights.** FCF/ACF flights not involving discrepancies for engine, flight controls, landing gear, or instruments affecting IFR capability have the following weather requirements:

4.15.5.4.2.1 **Bomber, cargo, tanker, patrol, and trainer aircraft:** 1,000 feet and 3 miles.

4.15.5.4.2.2 **Fighter, attack, and reconnaissance aircraft:** 1,000 feet and 3 miles.

4.15.5.4.2.3 **Helicopters:** 500 feet and 1 mile. Helicopter FCF/ACF flights may be conducted under Special VFR conditions, but in no case with weather less than above. FCF/ACF hover checks may be performed when weather is less than the above, provided visual reference to the ground and obstruction clearance is maintained.

4.15.5.4.3 **Minimum weather for all other flights:** With the exception of helicopters operating under Special VFR, in no instance shall a takeoff be attempted if the departure field's observed weather is lower than 300 feet and 1 mile, or the published minimums for the expected approach to be flown in the event of an immediate landing at that field, whichever is higher. In no instance shall an approach be commenced if the observed weather at the destination airfield is lower than 300 feet and 1 mile, or the minimums for the approach to be flown, whichever is higher. If, after commencing, the weather drops below this minimum, the approach may be continued but under no circumstances shall the aircraft penetrate below minimums for that approach or 300 feet whichever is higher unless the runway environment is in sight and a safe landing can be executed. Helicopter Special VFR operations shall not be conducted with weather less than 500 feet and 1 mile.

4.15.5.5 **Required Daylight Operations**

4.15.5.5.1 **Check Flights.** All check flights shall commence no earlier than official sunrise and terminate (engine shutdown) prior to official sunset, unless required by check profile or contract.

4.15.5.5.2 **Test and Evaluation Flights.** T&E flights shall be conducted between official sunrise and sunset unless night operations are specifically required by the test/evaluation plan.

4.15.6 Mission Briefing. The PIC or Mission Commander shall thoroughly brief all personnel participating in the flight on the following, as a minimum:

4.15.6.1 **Mission:** start times, profile, duration, route of flight, mission requirements,

4.15.6.2 **Fuel load,**

4.15.6.3 **Weather, Notices to Airmen (NOTAMs), field status,**

4.15.6.4 **Crew duties and responsibilities,**

4.15.6.5 **Lost communication procedures,** including loss of interphone in tandem seat aircraft,

4.15.6.6 **Emergency and egress procedures.** Expand the briefing, as appropriate, to ensure adequate knowledge by those personnel who are not required to periodically demonstrate proficiency. Discuss ditching procedures for over water flights,

4.15.6.7 **Aircraft records.** Record of significant previous aircraft discrepancies, corrective actions, and their possible impact on the flight,

4.15.6.8 **Crew medical/physiological fitness for flight,**

4.15.6.9 **Other items** as required by Service/LOPs (e.g., ORM sheets).

4.15.7 Mission Debriefing. As a minimum, the PIC shall conduct a post-flight maintenance debriefing with contractor and DCMA QARs. The PIC will review each discrepancy and ensure that it is recorded in the appropriate Service or approved contractor data document.

4.16 External Flying. DCMA-AO supports flying external to DCMA on a “non-interference basis” basis where it provides benefit to the individual through achieving required flight gates, enhances crewmember knowledge, better enables the Services to provide highly qualified and motivated personnel, or maintains proficiency and currency for active flying members, and also provides a benefit to the participating Service command.

4.16.1 CMO commander approval. Participation in External (or outside DCMA) flying requires the consent of the CMO commander and an arrangement with the aviator to ensure that external flying activities do not interfere with the individual's primary duties.

4.16.2 Service approval. Participation in “External Flying” requires Service approval. This is defined as: For Navy/Marine Corps – either DIFOPS orders for the member or a waiver per OPNAV 3710 to DIFDEN orders. For Air Force –

appropriate USAF Aircrew Position Indicator (API) associated with the assigned billet. For Army – appropriate TDA authorization associated with the assigned billet or waiver per AR-570-4.

4.16.3 MOA Requirement. An MOA between the supported flight unit and the CMO commander is required to establish training, travel, record keeping, qualification and accountability requirements. While DCMA-AO does not prohibit CMOs from funding travel for external flying, these expenditures should be scrutinized and used only when in the best interest of DCMA (i.e., to help maintain currency/proficiency of active aviators). TDYs for maintaining currency in the DCMA supported aircraft type should use the 'AO AC Delivery and Proficiency' LOA. MOAs shall be kept current for duration of participation. A copy of the MOA shall be included in the aviator's training jacket. An additional copy shall be forwarded to DCMA-AO through DCMAA-C / DCMAS-D / DCMAI-AO (as appropriate).

Chapter 5

Ground Operations

5.1 **Overview.** This chapter provides supplemental information relative to contractor's written ground operating Procedures. At a minimum, ensure that the contractor has developed and follows written Procedures that cover all aircraft ground operations required by contract.

5.2 **Ground Procedures.** Procedures may be divided into Flight Operations Procedures (FOPs) and Ground Operations Procedures (GOPs). Procedures shall be separate and distinct from other procedures. They should be comprehensive, executable and understood by all employees. The APT will ensure they are alerted by the contractor when internal procedures change that are referenced in GFR approved Procedures. APTs shall establish a surveillance plan tailored to their facility to audit compliance of their contractor's Procedures. APTs should refer to the applicable Service guidance, exact contract wording and the following when determining if the GOPs are safe and effective.

5.2.1 **Foreign Object Damage/Debris (FOD) Prevention and Tool Control.** Tool control and hardware accountability require constant vigilance. FOD programs should be well documented and effective. At a minimum, procedures should include FOD Trend Analysis, control of hardware, consumables (including rags) / expendable tools / supplies, and personal items etc., and a clean-as-you-go policy. Contractors may use contractor supplied tools, personal tools, or a combination of the two. Ensure that the contractor has procedures to maintain positive tool control regardless of who owns the tools. Ensure a process exists for establishing tool ownership. Additionally, procedures should account/address consumables/ expendables and positive control of them.

5.2.2 **Aerospace Ground Support Equipment (AGE).** This includes both powered and non powered AGE in use. Ensure procedures include AGE maintenance/inspection methods and standards (service/commercial technical data) and proper usage/training information. Contractors should have a periodic inspection/maintenance program to ensure serviceability.

5.2.3 **Aircraft Weapons, Munitions, Cartridge Activated Devices, Lasers, Explosives and Hazardous Materials (HAZMAT).** Ensure procedures include handling, storage and reference applicable service/commercial technical data.

5.2.4 **Aircraft Servicing.** This includes refuel/defuel operations, fuel storage, dispensing equipment, fuel system purging, and fuel system maintenance other than fuel servicing. Ensure the contractor provides properly documented training for ground personnel qualified to service aircraft systems.

5.2.5 Aircraft servicing (other than fuel). This includes hydraulic systems, oil, engine, gearbox, propellers, landing gear struts, accumulators, oxygen (liquid and gaseous), and aircraft tires. Ensure procedures exist for proper storage and handling of oil and lubricants, including contamination prevention procedures.

5.2.6 Aircraft Ground Handling. This includes towing, taxiing, marshaling, jacking, mooring and tie down. Ensure proper training of those involved in critical tasks. Individuals performing critical tasks must be certified and attend recurring training as necessary. Ensure contractors have a program in place to track certified personnel and identify individuals overdue training. Applicable Service guidance should be used and referenced in the contractor's Procedures.

5.2.7 Egress System Maintenance. This includes ejection, extraction, and explosive operated canopy removal systems. Ensure training is provided to all employees that have access to egress components and seats.

5.2.8 Engines/APUs. Ensure training, certification and currency procedures are documented, well established and followed.

5.2.9 Storage of Gases. Ensure the proper storage, use, handling and transportation of oxygen, nitrogen, and other gases that may be used, e.g. American Compressed Gas Association Pamphlet. Applicable service/commercial guidance should be referenced.

5.2.10 Hydraulic Fluid Contamination. Ensure procedures exist for the prevention of hydraulic fluid contamination on the aircraft, removed components, GSE, and hydraulic test equipment used for operational checks of removed components.

5.2.11 Oil Analysis Program. If applicable, ensure a procedure exists to ensure that oil sampling is properly performed and documented. Procedures should include reference to service/commercial guidance. Ensure proper storage/handling and contamination measures are in place.

5.2.12 Calibration Procedures. Ensure procedures are established for timely turn-in of calibrated equipment (tools, gauges, instruments, and test equipment). Ensure the tracking system prevents items from being issued to employees when they are overdue for calibration. Ensure calibrated equipment is properly stored and procedures cover calibration standards and proper usage. Ensure procedures include instructions for "severe out of tolerance."

5.2.13 Weight and Balance. Ensure proper training and certification requirements are being met. Procedures should include applicable service/commercial guidance.

5.2.14 Tire and Wheel. Ensure procedures reflect actual tire and wheel maintenance being performed by the contractor (i.e. tire tear down and build up

vs. remove and replace (R&R) only). Applicable service/commercial guidance should be referenced in contractor procedures.

5.2.15 Corrosion Control/Cleaning/Aircraft Paint. Ensure proper use of Personal Protection Equipment (PPE). Ensure applicable service/commercial guidance is included in procedures.

5.2.16 Welding. Welding operations should only be performed in authorized locations. Ensure process is authorized and hot work permit is issued if work is done outside the welding shop.

5.2.17 Battery Handling and Storage. Ensure proper separation exists for NICAD and Lead Acid batteries. Ensure personnel have the appropriate qualifications. Ensure procedures reflect actual battery maintenance being performed (i.e. battery build-up vs. R&R).

5.2.18 Non-Destructive Inspection (NDI). Ensure that the personnel certifications and equipment calibration are current. Applicable service/commercial guidance for NDI should be included in the contractor's Procedures.

5.2.19 Prevention of Unauthorized Access or Operation of Government Aircraft. Ensure the GOPS include a method for early detection and prevention of unauthorized engine run, taxi or flight operations, promote security awareness in flight-line supervisors and employees, and identify responsibilities for preventing unauthorized aircraft movement and preventing access to aircraft by unauthorized personnel.

5.2.20 Support Shops/Other (avionics, hydraulics/pneumatics, fuels, etc.). Ensure support shops adhere to the Service guidance/regulations referenced in the contract and the Ground operating Procedures (GOPs). Include these shops in your contractor surveillance plan.

5.2.21 Life Support. If applicable, ensure proper storage, inspection, and documentation of life support equipment. AMMs should coordinate with the aircrews and other support personnel to ensure that this area is being properly administered by the contractor (see [DCMA INST 8210.1, Chapter 4, paragraph 4.4.9.](#)).

5.2.22 Training and Certification. Ensure a concise training plan is established to ensure that only qualified contractor personnel are performing tasks that they are qualified/certified to perform on Government aircraft/assets to include documentation of maintainer physicals.

5.2.23 Technical Publication and Service Guidance. Ensure GOPs identify the method and the office/title of the individual responsible for receiving, distributing, and maintaining the currency of technical publications.

5.2.24 **Aircraft Records Management.** Ensure GOPs include procedures for aircraft records management, this includes work cards and maintenance records.

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Chapter 6

Safety

6.1 **Overview.** CMO commanders of DCMA flying units will establish a safety program for the purpose of mishap prevention and mishap notification. CMO commanders with contractor only aircraft operations will establish mishap notification procedures IAW paragraph 6.5.

6.1.1 **Safety Culture.** All DCMA personnel are an essential part of establishing and maintaining the appropriate safety culture necessary to conduct safe flight operations. Commanders, supervisors and leaders at all levels are responsible for taking ownership of DCMA's safety awareness mindset. Safety officers administer the program, but leaders at all levels establish the proper safety culture to make DCMA operate safely and effectively.

6.1.2 **Operational Risk Management.** CMO commanders are responsible for ensuring the use of Operational Risk Management (ORM) in day-to-day activities. ORM is an analytical process for identifying hazards, assessing risks, and implementing controls to reduce the risk associated with any operation. Hazard identification and elimination in the hangar, on the flight line, or in the air has the highest priority for each APT member, CFO, Aviation Safety Officer, and flight crew within DCMA. APTs shall team with the contractor when possible and use ORM principles to lower the level of risk at each contractor's facility. ORM techniques are described in the GFR/AMM Certification Courses and at each of the Services' safety web sites.

6.1.2.1 **Special requirements for T&E flights.**

6.1.2.1.1 ORM inputs may be provided by the procuring command T&E program staff. Any input that results in an increased ORM risk level will be addressed with the T&E staff prior to flight execution. If the GFR and the designated T&E staff cannot come to an agreement on the actions to resolve the identified risk issue, the issue will be elevated through the respective organization's chain of command. The DCMA chain of responsibility will flow from the GFR to CMO Commander, to DCMAA-C/DCMAS-D/ DCMAI-AO (as appropriate) and DCMA-AO.

6.1.2.1.2 The Air Force chain of command for ORM T&E issues will flow from the responsible Group/Wing Commander through HQ AFMC/A3V to AFMC/A3.

6.1.3 **Aircraft Operations Training Seminar (AOTS) and Safety Stand-Down.** There is an annual safety stand down training requirement for all military flight operations personnel, Contract Safety Specialists and QARs who are members of an APT. DCMA-AO provides this training through a joint annual

Aircraft Operations Training Seminar that includes both DCMA and Service Safety representatives.

6.1.3.1 CFOs, GFRs, AMMs, and military flight crewmembers, as well as CSSs/CSMs and Product Assurance personnel who are members of an APT, shall attend DCMA's AOTS as part of their required annual training. When circumstances prevent attendance, CMO commanders shall submit requests for relief from this requirement for their personnel using the procedures outlined in paragraph 2.3 and paragraph 2.3.1.1 for obtaining a waiver to DCMA INST 8210.2; however, an ORM review is not required. AO personnel shall make up the training by reviewing the AOTS briefing slides within 30 days of the event and document their review by completing the AOTS certification form found on the [AOTS Briefings](#) web page. Send a scanned copy of the form to the DCMA-AO [Director for Policy and Training](#). AO personnel who miss the training due to deployments shall complete the training within 30 days of their return.

6.1.3.2 All CMO commanders with flight operations, applicable QARs/QASs, Property Administrators and ACOs are also highly encouraged to attend this annual safety training.

6.1.4 **Aviation Safety Officer (ASO)/Non-Commissioned Safety Officer (NCSO) Appointments.** All DCMA units with flight operations conducted by DCMA aircrews will have an Aviation Safety Officer (ASO). CMO commanders will designate the ASO in writing. CMO commanders are encouraged to designate an Aviation Safety NCO (NCSO) familiar with flight safety programs to assist the ASO. The AMM can perform this function. At sites without DCMA flight operations no ASO is required, so the GFR will perform the Mishap Response and Mishap Notification duties specified in paragraphs 6.4 and 6.5 (and their subparagraphs), accomplish oversight of the contractor's mishap prevention programs, and will support the Mid-Air Collision Avoidance programs of any local military installations (see paragraph 6.2.8). At a minimum, ASOs shall attend DCMA's Aviation Safety Officer course. To the maximum extent possible, the ASO should attend a formal service safety school course. Note: When unit manning dictates, one individual may be appointed as the unit's GFR, CFO and ASO. Commanders must carefully analyze the workload associated with these three positions before assigning this individual to any other responsibilities.

6.2 **Mishap Prevention Programs.** Constant vigilance and adherence to established safety standards are pillars of an effective mishap prevention program. Units with DCMA aircrew shall have the following minimum required items as part of their mishap prevention culture and overall safety awareness program. [At units with contractor/TDY military aircrew only, GFRs will accomplish oversight of the contractor's mishap prevention programs and will support the Mid-Air Collision Avoidance programs of any local military installations (see paragraph 6.2.8)]. ASOs are encouraged to use

supplementary guidance and procedures available from each Service safety center to help implement these programs.

6.2.1 Flight Operational Risk Management. CMOs with DCMA flight operations must have a flight ORM program and may base their program on any of the Services' programs. A threshold criteria will be used. Flights assessed at an elevated risk level above the threshold (Green - Low Risk) will be reviewed/approved by a supervision authority other than the aircraft commander prior to execution of that sortie. Typically this will be the CFO or rated CMO Commander. ORM data for all flights will be tracked and reviewed periodically by the CFO. See paragraph 6.1.2 for more information regarding ORM.

6.2.2 Safety Meetings. [DCMA INST 8210.1](#) Chapter 6 describes required contractor safety meetings. The following mandatory DCMA meetings for units with DCMA flight operations closely mirror those requirements. Units are highly encouraged to consolidate safety meetings with the contractor when appropriate. The CMO commander shall attend these meetings on a consistent basis. Safety meetings shall be documented to record attendees, date, and summary of subject matter covered. A system for briefing absentees shall be developed and may include a detailed reading file. When fewer than four aircrew personnel are assigned, a read file of safety-related material satisfies this requirement. Topics for recurring discussion should include flight physiology, weather and environmental problems, summaries of pertinent aircraft malfunctions/emergencies, operational safety hazards, flightline maintenance practices, etc.

6.2.2.1 Monthly Flight and Ground Safety Meetings. These meetings should focus on those personnel directly involved in flight operations and key ground safety personnel. These meetings may be combined into one monthly unit safety meeting if desired. Also see [DCMA INST 8210.1, Chapter 6, paragraph 6.1.5.](#)

6.2.2.2 Quarterly Safety Council Meetings. These meetings are broader in scope and audience than the monthly flight/ground safety meetings. The intent is to expand the audience beyond the monthly meetings to other pertinent contractor and DCMA personnel. Units may simply expand the audience of the contractor's mandatory quarterly aviation safety council to fulfill this requirement.

6.2.3 Safety Literature. ASOs will obtain and distribute safety literature to all unit crewmembers (magazines, posters, mishap reports from similar aircraft, etc.).

6.2.4 Mishap Reports for Mishap Prevention. ASOs are responsible for obtaining mishap messages related to their aircraft or mission. ASOs will aggressively use similar aircraft mishap reports for educational purposes as part of their mishap prevention program.

6.2.4.1 Access to Safety Reports. To obtain a Service mishap report, contact DCMA-AO Chief of Safety.

6.2.4.2 Privileged Information. (See [DODI 6055.7](#), paragraph E4.4.2.). Safety reports frequently contain privileged information. ASOs should work with their Office of Counsel and the DCMA-AO Safety Director if they have any questions regarding the concept of privileged information. ASOs will ensure CMO personnel do not wrongfully use, permit the use of, gain access to, or allow access to any privileged safety report, portions thereof, or the information therein for other than officially authorized mishap prevention purposes.

6.2.5 Foreign Object Damage/Debris (FOD) Elimination Program. Managing FOD is an essential part of conducting safe aircraft operations. Contractors are required to establish safe and effective FOD and Tool Control procedures as part of their overarching Procedures. DCMA ASOs will ensure all onsite DCMA personnel are familiar with their responsibilities to follow the contractors FOD prevention program.

6.2.6 Hazard Reduction and Elimination Program. The intent of this requirement is to ensure that DCMA personnel have both overt and anonymous ways of bringing safety concerns to the ASO's attention. ASOs will establish a methodical, comprehensive manner of addressing these safety concerns, including the commander on all applicable issues. Formal Service hazard reporting programs, both ground and air, are an important part of this program and ASOs should mirror these programs to the maximum extent possible.

6.2.7 Bird Avoidance and Strike Hazard (BASH) Program. The intent of this program is to prevent avoidable bird damage to DoD aircraft. Implementing this program requires analyzing the entire flight operations environment including local migration habits, hangar nesting patterns, etc., and designing a program to address local situations. Units with DCMA flight operations will have procedures in place to keep aircrew members aware of the current bird condition (use standard Service terminology for categorizing these condition levels). ASOs should also consider runway animal intrusion incidences as an extension of the BASH program. Every reasonable effort must be implemented to keep all types of wildlife away from the runway environment. Due to the risk of avian influenza A (H5N1), personnel charged with removing bird strike remains from aircraft should wear appropriate protective clothing including vinyl or nitrile gloves that cover part of the arm, safety goggles or glasses, a respirator, and disposable coveralls. Further guidance can be found in Safety Supplement T.O. 1-1-69-SS-1.

6.2.8 Mid-Air Collision Avoidance (MACA) Program. The intent of this program is to proactively analyze the local flying environment and take necessary steps to reduce the likelihood of a mid-air collision. Examples of a MACA

program include training with the local tower/Radar Approach Control (RAPCON) personnel, meeting with the leadership of local airports, distributing awareness literature to local flying organizations, etc. ASOs/GFRs shall contact a local military installation safety office to find out if they have a MACA program established and provide information on your flight activities for inclusion in their MACA pamphlet.

6.2.9 ASO Spot Inspection Program. ASOs should conduct recurring spot inspections of all DCMA flight related operations to ensure compliance with applicable directives, solid aviation discipline and all areas in this chapter. When the ASO is also the GFR or Alternate GFR this requirement is accomplished with the APT's surveillance plan. ASO who are not members of the APT must coordinate their efforts with the APT to spot check contractor operations. Each inspection will be documented and pertinent findings forwarded to the commander. Examples of items to inspect include aircrew flight planning, pre-flight briefings, post-flight debriefings, towing, FOD, tool control, refueling, shift changeover procedures, flightline driving procedures, etc.

6.2.10 Flight Line Safety Program. The flight line is a dangerous environment. ASOs will ensure that all DCMA personnel with access to the flight line are responsible for observing and monitoring all flight line safety procedures. These procedures should be clearly displayed and available to all DCMA personnel.

6.3 Contract Safety. As a member of the APT the CSS/CSM has the lead role on aircraft ground safety. Aircraft ground safety concerns operations that occur in and around the aircraft, both in hangars and on the flightline. The CSS/CSM shall monitor the contractor's safety program and hold the contractor accountable for following legally mandated and contractually specified safety standards. While the safety of personnel is always a priority and a responsibility of any safety professional, the CSS/CSM's focus is on the protection of the customer's assets and the facilities housing the assets. Other agencies/offices such as the DCMA Occupational Safety and Health (OSH) Division, Occupational Safety and Health Administration (OSHA), local fire marshal and building inspectors, contractor insurance representatives, and the contractor's safety department have primary responsibility in their respective areas. Some issues will require the involvement of the primary office of responsibility for proper resolution.

6.3.1 Standards. Aircraft contracts should contain safety requirements as the primary source of safety guidance. Safety requirements are drawn from Service guidance, DCMAI 8210.1 and the industrial safety community. They provide guidance on such issues as fire protection, scaffolding, hoisting and rigging, working from heights, power tools, machine guarding, and industrial hygiene. Published consensus standards such as the American National Standards Institute (ANSI), the American Conference of Governmental Industrial Hygienists (ACGIH), the National Fire Protection Association (NFPA), and the Compressed Gas Association (CGA) are useful to gain relevant information. The OSHA

standards (29 CFR 1910 and 1926) define the minimum expected workplace behaviors. Of note, OSHA standards are designed to provide personnel safety and are not always adequate to address asset safety. Several agencies and offices have overlapping responsibilities and authority, and assistance should be sought when needed. NOTE 1: Depending on how the contract is written Host Nation regulations may take priority over US regulatory requirements when contract performance is being accomplished in a foreign country.

6.3.2 Fire Protection/Aircraft Rescue and Fire Fighting (ARFF). Local CSSs/CSMs will ensure that contractors comply with all contractual requirements regarding hangar fire suppression and ARFF requirements.

6.3.3 Fuels Storage/Delivery. CSS/CSMs will ensure that all contractor fuel operations are IAW contract requirements. Common standards include: Air Transport Association (ATA) 103, MIL-STD 1518 (current version) and NFPA 407. Even when contractors do not own the fuel storage and/or delivery process they are still responsible to ensure standards are met and the CSS/CSM must verify this. If fuel requirements are missing from the contract the CSS/CSM should contact the ACO to correct the contract. The contractor may purchase fuel from a local fixed base operator (FBO). Some fixed based operators (FBOs) are "Into-Plane Fueling" locations under contract with the Defense Energy Support Center (DESC). In those cases the CSS/CSM should validate if the contractor is monitoring the FBO for compliance and checking records for verification (see MIL-STD-1548). If fuel is provided by a third party that is not under a DESC contract the CSS/CSM must ensure the contractor maintains oversight of the fuel storage/delivery processes to make certain all quality and safety standards are met.

6.3.4 Facilities. Facilities vary widely. Frequently requirements are not clearly identified in the contract. Contracts should be reviewed thoroughly to determine what, if any, specific requirements are included. The commonly accepted industry standard for aircraft hangars is NFPA 409, *Standards on Aircraft Hangars*. There are numerous other possibilities. NAS 3306, *Facility Requirements for Aircraft Operations* is widely used on aircraft contracts. In addition, there are local building codes, state specific adoptions of national standards, Service guidance such as Uniformed Building Codes and other contract specific guidance. CSS/CSMs must review the contract, coordinate with other agencies such as the local fire marshal, building inspectors and contractor insurance representatives to determine requirements. If the CSS/CSM finds that the contract is missing facility requirements they should coordinate with the GFR and ACO for guidance and resolution.

6.3.5 HAZMAT. Contractors must have procedures in place to address acquiring, storage, use and disposal of Hazardous Materials (HAZMAT) that meet state and federal environmental regulations. DCMA safety personnel should review the effectiveness of HAZMAT programs. However, final

responsibility for HAZMAT rest with the contractor and the applicable state and federal EPA agencies. HAZMAT definition includes explosive materials, flammable/combustible materials, toxic materials, and other products as defined by OSHA or EPA.

6.3.6 Ammunition and Explosives (A&E). The CSS/CSM is the APT member that is uniquely trained and certified to deal with A&E issues and is responsible for this area. The CSS/CSM will evaluate and monitor the contractor's procedures for adequacy and compliance to regulatory guidance. DFARS Subpart 223.370, Safety Precautions for Ammunition and Explosives, requires DFARS 252.223-7002, same title, and DFARS 252.223-7003, Change In Place of Performance-Ammunition and Explosives, be inserted in all contracts and subcontracts involving A&E. This is relative to aircraft contracts since most military aircraft have some type explosive device installed. The DFARS require contractor compliance with DoD 4145.26-M, DoD Contractors' Safety Manual for Ammunition and Explosives and further require that contractors desiring to change the place of A&E work performance shall notify the contracting officer.

6.4 Mishap Response. CMO commanders are directly responsible for ensuring their unit is adequately prepared to respond to aircraft mishaps.

6.4.1 Mishap Response Plans. Both the contractor and the Government have responsibilities when a mishap occurs. These plans may be managed separately or merged into one cohesive Mishap Response Plan.

6.4.1.1 Contractor's Mishap Response Plan. [DCMA INST 8210.1, Chapter 6, paragraph 6.1.9.](#), requires contractors to develop plans and procedures for reacting to overdue aircraft and/or known aircraft mishaps. The contractor's mishap response plan focuses on rescue response, site security and preservation of evidence (oil samples, records, photographs, etc.). DCMA units will ensure that the Government's Mishap Response Plan includes steps to verify that the contractors have complied with [DCMA INST 8210.1, Chapter 6, paragraph 6.1.9.](#) requirements.

6.4.1.2 Government's Mishap Response Plan. The Government's mishap response plan should be written so that any applicable unit personnel could execute it. This plan will focus on ensuring that contractors execute their plans, preserving evidence (securing applicable military/government records and accomplishing toxicological testing IAW paragraph 6.4.2), and mishap notification. Additionally, this plan should address public affairs procedures keeping in mind the Tri-Service Agreement lists news releases as a responsibility of the Service. ASOs are encouraged to garner support from local military facilities to the maximum extent possible (emergency ordinance disposal, casualty notification, safety message distribution, etc.).

6.4.1.3 Mishap Response Exercises. Units should conduct recurring mishap response exercises every six months. These exercises should

include contractor personnel to the maximum extent possible. Many units make the mistake of assuming they know how to do certain steps in the checklist without actually verifying that the procedures in place really work. CMO commanders, ASOs, and GFRs should ensure that every step of their mishap response checklist is executable and understood by all personnel.

6.4.2 Toxicological Testing. CMO Commanders shall ensure that toxicological testing, at least equal to Service requirements, of DCMA personnel involved in aircraft mishaps is promptly accomplished. GFRs shall ensure the contractor, as part of their Mishap Response Plan, conducts toxicological testing of its personnel IAW [DCMA INST 8210.1](#). See the [Armed Forces Institute of Pathology/ Division of Forensic Toxicology](#) web site for information on toxicological testing programs.

6.4.2.1 Criteria. As a minimum, crewmembers (both contractor and DCMA) involved in mishaps in which an aircraft is destroyed; property damage is expected to exceed \$200,000; five or more personnel are inpatient hospitalized; or any permanent total or partial disability is sustained; will be tested.

6.4.2.2 Testing of Collateral Personnel. Those DCMA individuals whose actions or inaction, in the CMO commander's judgment, may have been factors in the mishap sequence shall be tested. Those contractor individuals whose actions or inaction, in the GFR's judgment, may have been factors in the mishap sequence shall also be tested (provided SOFA permits in foreign countries).

6.4.2.3 Contractor Personnel Refusing to be Tested. GFRs should refer to [DCMA INST 8210.1](#) for guidance on addressing these situations.

6.5 Mishap Notifications. Informing the chain of command is an important part of responding to a mishap. To avoid confusion up the chain of command, CMO commanders will ensure that units do not report aircraft mishaps up the chain of command from multiple sources (QA, CSS/CSM, ASO, etc.). ASOs/GFRs should ensure that the unit's Mishap Response Plan clearly conveys the following notification requirements.

6.5.1 Notification Criteria. Notification shall be made for all Aircraft (Ground, Flight or Flight-Related) mishaps and FOD incidents, when there is damage to DoD/non-DoD property estimated to meet or exceed **\$50,000** (includes cost of component repair/replacement and labor hours); or IAW other dollar values included in the contracts that apply; or there is in-flight major component failure, not attributable to fair wear and tear; or if the incident, in the opinion of the ASO/GFR, constitutes a High Accident Potential (HAP) or aircraft hazard.

6.5.2 Classification Criteria. The Services categorize mishaps by the severity of the incident (costs, injuries), the systems involved, and the

environment in which the incidents occur. Mishap classifications include aircraft (flight/flight-related/ground), industrial ground, motor vehicle, privately owned vehicle (POV), marine, chemical and nuclear. While the Services base their mishap classification systems on the same instruction, [*DoDI 6055.7, Accident Investigation, Reporting, and Recordkeeping*](#), they have modified the DoD criteria slightly to meet the goals of their respective safety programs. ASOs/GFRs are not expected to be mishap classification experts. However, they should develop a working knowledge to assist in the communication process with the Cognizant Service Safety Officers (CSSOs). The criteria for categorizing mishaps can be found in the following instructions:

6.5.2.1 **Army:** *AR 385–10, The Army Safety Program*, 23 August 2007, http://www.apd.army.mil/pdf/AR385_10.pdf (includes Rapid Action Revision date of 3 September 2009).

6.5.2.2 **Navy/USMC:** *OPNAVINST 3750.6 series, Naval Aviation Safety Program*, dated 1 March, 2001, <http://neds.nebt.daps.mil/3750.htm>.

6.5.2.3 **Air Force:** *AFI 91-204, Safety Investigations and Reports*, 12, 2001, <http://www.e-publishing.af.mil/pubfiles/af/91/afi91-204/afi91-204.pdf>, *AFM 91-223 Aviation Safety Investigations and Reports*, http://www.e-publishing.af.mil/pubfiles/af/91/afman91-223_c1/afman91-223.pdf, and *AFM 91-224 Ground Safety Investigations and Reports*, <http://www.e-publishing.af.mil/pubfiles/af/91/afman91-224/afman91-224.pdf>.

6.5.3 **Notification Sequence.** Units should ensure their mishap response checklists contain procedures for accomplishing the following notification requirements (in order).

6.5.3.1 **Initial Service Safety Office Notification.** ASOs/GFRs should coordinate with their commanders and make reasonable pre-assessments to determine notification requirements. It is always better to overestimate the damage and report an incident that is later down-graded to a lower mishap category than vice-versa. Upon determination by the ASO/GFR that an incident involving DoD aircraft may be reportable IAW paragraph 6.5.1 (above), the ASO/GFR shall immediately contact the Cognizant Service Safety Officer (CSSO) for the aircraft involved. CSSOs make the final determination regarding mishap classifications, and therefore whether or not the mishap is, in fact, reportable. The CSSO will also determine whether the Service or the contractor will investigate the mishap. As a primary responsibility, ASOs/GFRs shall ensure they have 24 hour, and alternate, contact information for each CSSO associated with their programs.

6.5.3.2 **Initial DCMA Notification.** DCMA Mishap notification messages provide important information concerning mishaps to aircraft under contract to acquisition personnel associated with those contracts. DCMA mishap notification messages are used for contract administration, not for mishap

prevention or to address legal claims. Upon determination by the CSSO that a mishap is reportable, the ASO/GFR shall:

6.5.3.2.1 For Class A Mishaps With Fatalities or Total Loss of Aircraft. Immediately notify the CMO commander and DCMA-AO Safety via telephone. If unable to talk to any member of DCMA-AO Safety, leave a message and use the list of DCMA-AO personnel from the DCMA website version of [Attachment 3](#) to achieve positive verbal contact with a member of DCMA-AO. Start at the top of the list with the DCMA-AO Executive Director and work your way down until able to speak to a member of DCMA-AO, who will pass the information to the Director, DCMA. Complete and transmit the DCMA Aircraft [Mishap Notification Message](#) (see Paragraph 6.5.3.2.3) within 4 hours. This paragraph does not apply to the total loss of an aircraft whose total cost is less than \$2 million unless fatalities occurred (example: low-cost micro-UAVs).

6.5.3.2.2 For Other Class A, Class B, and Class C Mishaps. Complete and transmit the DCMA Aircraft [Mishap Notification Message](#) (see Paragraph 6.5.3.2.3) within 8 hours.

6.5.3.2.3 DCMA Aircraft Mishap Notification Message (Attachment 5). Within 4/8 hours of CSSO determination that the incident is a reportable mishap, fill out the DCMA Aircraft [Mishap Notification Message](#) found in Attachment 5 and located on the DCMA-AO web page. This form is a fillable PDF file with an e-mail submit button. After completing the form, select the “E-mail Submit” button. The form will then prompt the ASO/GFR to digitally sign the form and create an MS Outlook® e-mail with the form attached, addressed to the “DCMA-AO Mishap Notification” distribution list (AO.Mishap@dcma.mil). The ASO/GFR should edit the subject line and then add the e-mail addresses for the CMO commander, ACO, PCO, CSSO, Program Manager, and APT. Due to the sensitive nature of the information being transmitted, digitally encrypt all DCMA mishap notification messages prior to sending. Do not delay notification due to lack of all the information called for in the mishap message format. Information that is not applicable will be listed as “N/A.” Information that is not available will be listed as “PENDING.” Ensure that the message contains no information that might be considered “Privileged.”

6.5.3.2.4 **Follow-up Notifications.** ASO/GFRs will send follow-up messages as information that was initially listed as “PENDING” is determined. Additionally, ASOs/GFRs shall submit follow-up mishap notification messages to DCMA-AO Safety (AO.Safety@dcma.mil) every 30 days until the mishap investigation is officially complete. Follow-up messages should update information from the initial message and state the status of the mishap investigation. For contractor investigations,

attach a copy of the completed contractor investigation report to the final follow-up message.

6.5.3.2.5 Reports from Service Safety Investigations. Service “Safety” investigations create Limited Use reports which include Privileged information. The board president for these investigations is responsible for distributing the safety reports and messages. ASOs/GFRs may use the information in the report for mishap prevention purposes only. Do Not include any Privileged information that may become available from a Service investigation of the mishap, in any follow-up DCMA notifications made per paragraph 6.5.3.2.4.

6.5.3.3 Additional Reporting Requirements. Whether or not an incident is reported under this Instruction, the following requires additional reporting:

6.5.3.3.1 Significant Program Impact or High Public/Media Interest (Bellringer Reports). The DCMA Bellringer is an automated internal DCMA communication process (eTool application) designed to transfer, in a timely manner, time-sensitive information regarding program or contract management issues likely to make national news, precipitate congressional hearings, impact major programs, or seriously affect the readiness of a military service, from cognizant CMO to DCMA senior leadership. DCMA does not use Bellringer reports to report mishap information; however, any aircraft incident which could impact delivery, significantly degrades contractor operational capability or has high public/media interest should also be reported as a DCMA Bellringer. CMO commanders will coordinate with DCMA-AO Safety prior to releasing a Bellringer associated with an aircraft mishap. Bellringer reports shall not be used as a substitute for the DCMA Mishap Notification Message.

6.5.3.3.2 Injury or Fatality of DoD or Non-DoD Personnel. See requirements under the DCMA [Accident Reporting Guidebook](#).

6.5.3.3.3 Criminal Activity as Part of a Mishap Sequence. If arson, sabotage, or other criminal activity is suspected, immediately notify the CMO commander and assigned DCMA counsel for potential referral to the Defense Criminal Investigative Service (DCIS) or agency investigators for initiation of a criminal investigation in accordance with DCMA Security guidance.

6.5.4 Historical Records. Unit safety personnel will track all incidents that exceed the Army Class D cost threshold (currently \$2K) for trend data and historical analysis. These records should be maintained for two years. Unit safety personnel should also coordinate with the Property Administrator to ensure that these incidents are processed under the liability limitations of the [GFRC/AFRC](#), and not under any property clauses. The “Less than Class C” information, along with flight hours, number of sorties, and number of deliveries,

shall be entered by the 10th of each month into the unit's "Flight Data" spreadsheet located on the AO Safety Portal for inclusion into DCMA's historical database and Quarterly Safety Newsletter. At a minimum, the "Less than Class C" information provided will contain cost, schedule impact if any, root cause (human error, material failure, FOD, etc.), and a description of the incident.

6.6 DCMA Involvement in Mishap Boards.

6.6.1 Interim Boards. For Class A/B mishaps an interim safety investigation board should be formed with the assistance of the nearest military facility. This process must be addressed in the unit's Mishap Response Plan.

6.6.2 Class A/B Boards. DCMA-AO will coordinate with each Service to ensure that a DCMA member is present on all Class A/B mishap boards under DCMA's cognizance (to the maximum extent allowable by the Service guidelines).

6.6.3 Class C Boards. If the Services assign the responsibility of investigating a Class C mishap to the contractor then the GFR will work with the contractor during this investigation. Use the applicable Service instructions and format for mishap investigations when conducting these investigations (see paragraphs **Error! Reference source not found.**, 6.5.2.2, & 6.5.2.3. above). All class C safety investigations not accomplished by the Service shall be routed to DCMA-AO for endorsement before sending the results to the Services.

Chapter 7

Aircraft Operations Risk Assessment

7.1 **Overview.** AO Risk Assessment provides DCMA Leadership additional resources to augment the continuous risk management processes conducted at the CMO. The Risk Assessment Division provides DCMA AO Leadership with Aircraft Operations Inspections (AOI), Out of Cycle AOIs and Staff Assistance Visits (SAV) for the Aircraft Operations Enterprise.

7.2 **Aircraft Operations Inspections (AOIs) Overview.** AOIs are risk based evaluations of DCMA units with aircraft operations. DCMA-AO regulates the frequency of an AOI visit based on factors such as known risks and the extent of the Government's exposure. AOIs look at both Government and contractor operations. The goal is to determine where the Government's risks lie and how well those risks are managed. AOIs focus on the observations made during the inspection. Team leads generate a report to the CMO commander on the risk level at their site and the effectiveness of the APT and the contractor at mitigating that risk. Due to the potential proprietary data involved in AOI reports, team leads will ensure the reports are marked "For Official Use Only" and will only distribute the report to the CMO commander and other recipients. Electronic copies are distributed IAW paragraph [7.7.12.1.1](#)**Error!**
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7.2.1 **What is an AOI?** An AOI is one combined inspection which simultaneously looks at both DCMA units and contractor operations while focusing on Command/Administration, Flight Operations, Ground Operations, Quality, and Safety. The AOI is a structured process using aviation professionals and risk assessment tools to generate a subjective risk rating based on frames of reference developed through inspections of similar aviation facilities. It is a predictive risk assessment which indicates where the government may be at risk and how well existing risks are mitigated. An AOI focuses on the observations made during the inspection; however, the team also considers past trends and documentation in their overall evaluation.

7.2.2 **AOI Objectives.**

7.2.2.1 **The objectives of an AOI are:**

7.2.2.1.1 To analyze and assess AO processes as part of an overall ORM program and to provide an objective and rational assessment of overall risk.

7.2.2.1.2 To ensure the government and contractor have pro-actively addressed risk in order to effectively and safely conduct ground and flight operations.

7.2.2.1.3 To assist the CMO commander with flight operations to better understand how well and how effectively the unit, the APT, and the contractor are teaming.

7.2.2.1.4 To assist the DCMA-AO staff in assessing the overall, element, and sub-element risk of a DCMA unit with aircraft contracts and their associated contractor.

7.2.2.1.5 To improve overall operations. One of the goals of an AOI is to accurately analyze processes and then to take actions aimed at improving those processes or, if appropriate, passing on benchmark processes. In the long run, it is this methodology of analyzing operations and taking appropriate actions which will result in continuous process improvements which will be indicated by better mitigation of risk, reduced mishaps, and a better quality product delivered to the customer.

7.2.3 AOI Inspection Philosophy. Aircraft Operations are inherently risky. The AOI evaluates how well the government and contractor mitigate existing risk. For example: A GREEN / LOW RISK rating does not indicate that risk does not exist, but rather that risk has been well managed.

7.2.3.1 During the inspection, for each element and sub-element, the AOI team members will be asking:

7.2.3.1.1 Does a program exist?

7.2.3.1.2 Does the program conform to existing guidance?

7.2.3.1.3 Is the program adhered to?

7.2.3.1.4 Is the program documented?

7.2.3.1.5 What risks/issues are associated with how the program is executed?

7.2.3.1.6 Are there overarching issues with the program?

7.2.3.1.7 Are there any benchmark programs and/or Outstanding Performers?

7.2.3.2 While each of the previous questions is used to evaluate an element's risk, the overall determination of an element's risk can be summed up in these three questions:

7.2.3.2.1 Does it work?

7.2.3.2.2 Does it make sense?

7.2.3.2.3 What are the associated risks?

7.2.4 Risk Assessment. The AOI team members use their subject matter expertise and experience to provide a rational and objective risk assessment of the each element and sub-element. To determine the appropriate risk level, a Risk Assessment Code (RAC) Matrix as shown in [Attachment 8 Tab 1](#), is used.

7.2.4.1 All elements and sub-elements (which are evaluated) receive a COLOR / RISK rating as shown in [Attachment 8 Tab 2](#). The element and sub-element inputs are then combined to provide an overall unit risk rating which also uses the same COLOR / RISK rating scheme.

7.2.4.2 The BLUE / BENCHMARK rating should only be given to those processes which are truly exceptional and set the standard for DCMA. The BLUE / BENCHMARK rating indicates that a process is so superior that it should be emulated throughout DCMA Aircraft Operations.

7.2.4.3 More information on using Operational Risk Management (ORM) to assess Aircraft Operations can be found on the DCMA-AO website.

7.2.5 AOI Elements and Sub-Elements. Listed below are the five elements and 55 sub-elements are evaluated (as applicable) at each inspected site:

7.2.5.1 Command and Administration

7.2.5.1.1 Commander/GFR Responsibilities

7.2.5.1.2 Documentation

7.2.5.1.3 Contract Issues

7.2.5.1.4 Operational Risk Management

7.2.5.1.5 Teaming

7.2.5.1.6 Inspection/Survey

7.2.5.1.7 Special Interest Items

7.2.5.1.8 Site Specific Items

7.2.5.2 Flight Operations

7.2.5.2.1 Flight Procedures

7.2.5.2.2 Flight Crew Information File (FCIF) Program

7.2.5.2.3 Crew/Non-Crew Approval

- 7.2.5.2.4 Crew/Non-Crew Qualification
- 7.2.5.2.5 Crew/Non-Crew Evaluation
- 7.2.5.2.6 Crew/Non-Crew Currency
- 7.2.5.2.7 Crew/Non-Crew Training
- 7.2.5.2.8 Flight Operational Risk Management
- 7.2.5.2.9 Flight Plans and Approval
- 7.2.5.2.10 Local Operating Procedures (LOP)
- 7.2.5.2.11 Flight Safety

7.2.5.3 Ground Operations

- 7.2.5.3.1 AMM Responsibilities
- 7.2.5.3.2 Ground Procedures
- 7.2.5.3.3 Tool Control
- 7.2.5.3.4 Foreign Object Damage/Debris (FOD) Program
- 7.2.5.3.5 Aircraft Ground Handling
- 7.2.5.3.6 Aircraft Servicing
- 7.2.5.3.7 Training and Certification
- 7.2.5.3.8 Ground Support Equipment (GSE)
- 7.2.5.3.9 Engines and Auxiliary Power Unit (APU)
- 7.2.5.3.10 Support Shops, Other (i.e. fabrication, welding, avionics, hydraulic/pneumatic, fuels, etc.)
- 7.2.5.3.11 Life Support
- 7.2.5.3.12 Hydraulic Fluid Handling
- 7.2.5.3.13 Weight and Balance
- 7.2.5.3.14 Egress Training
- 7.2.5.3.15 Calibration Procedures

- 7.2.5.3.16 Wheel and Tire
- 7.2.5.3.17 Corrosion Control/Cleaning/Aircraft Paint
- 7.2.5.3.18 Battery Handling
- 7.2.5.3.19 Non-Destructive Inspection (NDI)
- 7.2.5.3.20 Aircraft Security
- 7.2.5.3.21 Oil Analysis/Handling
- 7.2.5.3.22 Technical Publications and Aircraft Records

7.2.5.4 Quality

- 7.2.5.4.1 Quality – Safety of Flight (SOF) Plan
- 7.2.5.4.2 Quality – SOF Awareness
- 7.2.5.4.3 Quality – SOF Examination Documentation
- 7.2.5.4.4 Quality – SOF Corrective Action Measures
- 7.2.5.4.5 Quality – SOF Data
- 7.2.5.4.6 Quality – Training
- 7.2.5.4.7 Corrective Action Request (CAR) Program

7.2.5.5 Safety

- 7.2.5.5.1 Ground Safety – General
- 7.2.5.5.2 Fire Protection/Aircraft Rescue and Fire Fighting (ARFF)
- 7.2.5.5.3 Mishap Program
- 7.2.5.5.4 Severe Weather Plan
- 7.2.5.5.5 Fuels Storage/Delivery/Maintenance
- 7.2.5.5.6 Facilities
- 7.2.5.5.7 HAZMAT and Explosives

7.2.6 AOI Scheduling . Frequency of an AOI is based on risk. AOIs shall be conducted at DCMA facilities every 24 months. When the risk at a facility is identified as medium (yellow) or higher an inspection will be conducted every 12

months. The Risk Assessment Director will publish an [AOI schedule](#) in August for the next fiscal year.

7.2.7 AOI Notification. The published [AOI schedule](#) will act as official notification to DCMA units of an impending AOI. The appointed team lead will notify all team members in writing (email is acceptable) 60 days prior to the AOI. The GFR shall notify the contractor and CMO commander at least 30 days in advance of the AOI. AOI team members' security clearances and authorization to enter the contractor's facility shall be coordinated prior to the visit.

7.2.8 AOI Reports. The AOI Team Lead will provide a report to the CMO commander at the conclusion of the AOI.

7.2.8.1 The report will include three products:

7.2.8.1.1 PowerPoint out-briefing;

7.2.8.1.2 An Executive Summary;

7.2.8.1.3 A detailed analysis of all elements and sub-elements evaluated during the AOI.

7.2.8.2 An electronic copy of the report will be provided to:

7.2.8.2.1 CMO commander

7.2.8.2.2 DCMAA-C

7.2.8.2.3 DCMAS-D

7.2.8.2.4 DCMAI-HC,

7.2.8.2.5 Executive Director of Aircraft Operations and other recipients as specified in, paragraph [7.7.12.1.1](#). The AOI Team Lead will out-brief to the CMO commander on the overall risk level of his unit (contractor, military, and joint). Though the CMO commander may choose to invite the contractors to the AOI out-brief, no written or electronic copies of the AOI report or brief will be provided to the contractor. Since the AOI focuses on evaluating risk rather than contractual compliance, the AOI Report is not a substitute for the APT's annual survey of the contractor. However, AOI findings should be reviewed by the GFR for possible inclusion into the GFR's annual survey report. The AOI Team Lead will also brief DCMA senior leadership on the results of the AOI.

7.2.9 Post-AOI Actions. The AOI Team Lead's report is primarily intended as a risk identification tool for CMO commanders and APT members. However, a secondary purpose is to trigger APT corrective action reports to the appropriate

level in the chain of command, and in some cases, an additional AOI in advance of the normal cycle. (Notes: See [Chapter 8](#) Corrective Action Plan (CAP) triggers.)

7.2.10 Out of Cycle AOIs Overview.

7.2.10.1 Scope. Out of Cycle AOIs may evaluate a single Sub-Element, an entire Element, or measure all Elements and comprise a complete AOI, at the discretion of the Executive Director, HQ DCMA-AO. Team size will vary with the scope of the Out of Cycle AOI and may be as small as one or two individuals.

7.2.10.2 Triggers. Out of Cycle AOIs may be conducted at CMO commander request (resources permitting), directed by HQ DCMA leadership or triggered by AOI results.

7.2.10.2.1 Out of Cycle AOIs Triggered by AOI Results. After an AOI, if two or more Elements are judged Orange/High Risk (or worse), the DCMA-AO Risk Assessment Director will consult with the AOI Team Lead and recommend whether or not to schedule an Out of Cycle AOI. Within 20 calendar days of the final AOI report, the Executive Director of Aircraft Operations will make a final decision. If any element is judged Red/Very High Risk, an Out of Cycle AOI is required unless waived by the DCMA Director.

7.2.10.2.2 Out of Cycle AOIs directed or requested by the chain of command. In exceptional circumstances, the DCMA Director, the Executive Director of Aircraft Operations, DCMAA-C/DCMAS-D/DCMAI-HC Division Director/Commander or the CMO commander having oversight of a particular site may direct or request an Out of Cycle AOI. HQ DCMA-AO will forward the requesting or directing memorandum to the affected CMO commander and GFR.

7.2.11 Scheduling Out of Cycle AOIs. Out of Cycle AOI scheduling is based on the "trigger date," defined as the date of publication of the AOI Final Report, Mishap Board Final Report or date of memorandum from HQ DCMA or DCMA division director directing an additional AOI. The CMO commander and GFR will be advised of an upcoming Out of Cycle AOI within 30 days of the trigger date, and the additional AOI will normally occur 90-180 days after the trigger date. (The intent is to allow sufficient time for management and APT actions to reduce risk to take effect.)

7.3 Staff Assistance Visit (SAV)

7.3.1 Overview. The SAV program provides commanders with another tool for assessment of the safety and effectiveness of their operation. The SAV may serve as a tool for the CMO commander to get a specific area or areas of their operation reviewed. In addition, the SAV serves as an opportunity for resolution and

clarification of issues, policy, and guidance between the operation, headquarters and functional experts (i.e. Flight Operations, Ground, Safety, and Quality). The scope of the SAV is not sufficient to provide a complete assessment of all areas subject to an AOI. A SAV does not replace the AOI or Out-of-Cycle AOI. A SAV may be requested by CMO commanders and division directors or directed by DCMA senior leadership. See Paragraph 7.3.2 for SAV philosophy, scheduling, team composition, duration, preparation, and execution.

7.3.2 SAV Philosophy. The SAV process provides a forum for the Aviation Program Team (APT), Divisions, and HQ DCMA to jointly review programs / procedures, determine types/levels of risk present and recommended actions to effectively manage those risks. The SAV is not an inspection, audit, or test; there is no pass or fail grade. The goal is simply to enhance safe and effective aircraft operations.

7.3.3 Scheduling.

7.3.3.1 A SAV should take place no later than 60 days following receipt of a CMO commander's request, contingent upon resource availability. CMO commanders request a SAV via email addressed to the Executive Director, DCMA-AO, Risk Assessment Director, and Chief of Standardization and Evaluation. The Risk Assessment Director will review the request and contact the CMO Commander to schedule the SAV.

7.3.3.2 A Division or HQ DCMA Senior Leadership directed SAV will take place within 60 days of order, contingent upon resource availability. The Risk Assessment Director will contact the CMO Commander to schedule the SAV.

7.3.4 SAV Team.

7.3.4.1 The SAV team will consist of a Team Lead and required subject matter experts and/or functional area members (i.e. Flight Operations, Ground, Safety, Quality, Policy and Training, CMO Support, Budget, etc). The Risk Assessment Director reviews SAV requirements/issues and determines team composition. A SAV consists of approximately 3-5 members depending on the needs of the operation being visited.

7.3.4.2 The Risk Assessment Director will notify team members of their selection and hold a meeting with team members (can be via telecom) to discuss SAV objectives.

7.3.4.3 The Team Lead will contact all team members following the SAV objectives meeting to coordinate the departure date and travel arrangements.

7.3.5 Duration. The SAV duration will be as required based on objectives but should be no longer than 5 duty days including travel time, subject to change-

based requirements and the determination of the Team Lead as the SAV progresses.

7.3.6 SAV Preparation. Team Leads and members will follow preparation instructions per [paragraph 7.6](#) and tailor, as required, to meet the objectives/requirements of the SAV.

7.3.7 SAV Execution.

7.3.7.1 The Team Lead will conduct an informal in-brief with the CMO commander or designated representative (telecom is permitted). The in-brief should be focused on introduction of team members, introduction of APT/contractor counterparts (as applicable) and a summary of SAV objectives.

7.3.7.2 The Team Lead will conduct a daily hot wash with the CMO commander or designated representative upon completion of each day's objectives. The time and place of the briefing will be coordinated with the CMO commander or designated representative and fit as closely as possible with normal APT duty hours.

7.3.7.3 The team lead will conduct an informal out-brief with the CMO commander or designated representative upon completion of the SAV and prior to team travel. A copy of the SAV trip report (template is located in [Attachment 8 Tab 6 – SAV Trip Report](#) and also available on the AO website) will be left with the CMO commander.

7.3.7.4 Prior to team departure the team lead will email a copy of the SAV trip report to the requesting CMO commander and DCMA-AO.

7.4 AOI and SAV Team Training and Appointment.

7.4.1 AOI and SAV Team Member Nomination and Appointment. Risk Assessment Team members are functional experts in the areas of Aviation Flight Operations, Ground/Maintenance, Quality, and Safety. CMOs, Divisions (DCMAA, DCMAI, and DCMAS), and DCMA-AO all provide manpower to support the AOI team. Divisions will nominate team members upon request of DCMA-AO. Nominated members will be trained in accordance with paragraph 7.4.2 of this instruction. Upon completion of training, team members will be appointed in writing by the DCMA-AO Chief of Standardization and Evaluation. AOI manpower requirements will be reviewed at least every 90 days and discussed/resolved during the quarterly Risk Assessment meeting chaired by DCMA-AO.

7.4.2 AOI and SAV Team Member Training. Following nomination, all team members will be assigned a trainer/mentor by the owning agency (DCMA AO or Division). The DCMA-AO Chief of Standardization and Evaluation will provide the trainer/mentor a Risk Assessment-approved qualification tracking sheet to

document completion of all required training. The trainer/mentor will monitor training, ensure all requirements are accomplished, and notify the Chief of Standardization and Evaluation when all requirements have been completed. All training must be completed prior to official appointment as an AOI team member.

7.4.2.1 AOI and SAV Team Member Qualifications. The following training requirement must be completed prior to appointment as a fully qualified AOI team member:

7.4.2.1.1 Owing agency assigns the trainer/mentor.

7.4.2.1.2 Lead/Deputy nominees will interview w/ senior AOI Team Lead.

7.4.2.1.3 Trainer/Mentor will review member training/certifications and determine requirements (note: some of the AOI member training requirements may have been previously accomplished),

7.4.2.1.4 Trainee reads DCMA Instructions 8210.1, 8210.2, and all attachments.

7.4.2.1.5 Trainee successfully completes Aircraft Operations “101” and the DCMA ASO course.

7.4.2.1.6 Trainee successfully completes the appropriate GFR/AMM course.

7.4.2.1.7 Trainee attends an AOI as an observer only.

7.4.2.1.8 Trainee attends a second AOI in assigned position with qualified team member.

7.4.2.1.9 Trainee attends a third AOI as a primary team member (qualified team member will evaluate trainee progress and determine whether member is fully qualified to “solo” (Note: “Lead” trainees will be accompanied by a trainer assigned as the Deputy and vice versa. AMM, Quality, and Safety trainees will be accompanied by a qualified team member).

7.4.2.2 Following completion of third AOI, the trainer/mentor will determine if the trainee is ready to solo or if further training is required. Trainer/mentor will notify the Chief of Standardization and Evaluation and report trainee status. If further training is required, the trainee will be scheduled for subsequent AOIs or receive additional instruction as determined by trainer/mentor. If trainee is ready to solo and has completed all training requirements, the trainer/mentor will recommend official appointment as an AOI team member to the Chief of Standardization and Evaluation. The Chief

of Standardization and Evaluation is the approval authority for all AOI team member qualifications. Appointment of AOI team members will be made in writing.

7.4.2.3 Additional team member development training will be reviewed periodically and determined by the Chief of Standardization and Evaluation. All AOI team members will accomplish developmental training as required (subject to team member availability and funding).

7.4.2.4 The Chief of Standardization and Evaluation can waive AOI team member requirements on a case-by-case basis.

7.5 **Team Responsibilities**

7.5.1 **Team Lead.** Responsible to the Director, Risk Assessment and Chief of Standardization and Evaluation for the overall conduct of the AOI visit. Responsible for the AOI visit notifications and ensuring that team members comply with timelines outlined in this policy. Responsible for updating and maintaining all aspects of the AOI site project located on the DCMA-AO Risk Assessment Portal until all the requirements of this policy are completed. Conducts the initial AOI team meeting, CMO commander in-brief, and CMO commander out-brief. Chairs the daily hot-wash meetings and briefs the CMO commander on the daily status of the inspection. Works closely with the Deputy Team Lead to monitor AOI progress. In most cases, the AOI Team Lead will perform the duties of Command and Administration Element Lead. If necessary, resolves issues between evaluators and element leads. Makes the final determination on all assessments of risk. Functions as a liaison between the AOI team and the unit under evaluation. Reviews and approves all write-ups including benchmark candidates and special recognition. Prepares the out-brief slides. Reviews the executive summary and detailed report. Forwards the final version of the executive summary, detailed report, and out-brief slides as described in [paragraph 7.7.15, Documenting the AOI Visit](#). Briefs DCMA Senior Leadership on the AOI results. Provides feedback to the Director, Risk Assessment and Chief of Standardization and Evaluation for improving the AOI program.

NOTE

The Team Lead is responsible for the execution of the AOI. The assigned Government Flight Representative (GFR) for the unit under evaluation remains the “single face to the contractor” on all findings and corrective actions discovered/directed as a result of the AOI.

7.5.2 **Deputy Team Lead.** Reports directly to the Team Lead for the duration of the inspection. Assumes any and all duties of the AOI Team Lead in their absence. In most cases, the Deputy Team Lead will perform the duties of Flight Operations Element Lead. Serves as a sounding board with the AOI Team Lead

on all inspection issues. Responsible for coordinating pre-visit logistics (hotel, transportation, security clearances, etc.). Ensures all team members are familiar with directions to local lodging and the unit under evaluation. Works closely with the Element Leads and monitors the timely completion of evaluations and/or checklists. Responsible for preparing the executive summary and detailed report.

7.5.3 Element Lead. Reports directly to the Team Lead for the duration of the inspection. Responsible for the team members and evaluations within their respective element. Disperses background information on the inspected site to other team members as appropriate prior to arrival. Monitors evaluation progress, and manages workload to ensure completion of element evaluation. Briefs AOI Team Lead and Deputy Team Lead daily on current status. Resolves or up-channels issues brought forward by team members or the unit under evaluation. Reviews evaluation results/input to ensure compliance with AOI Policy. Gathers, reviews, and provides documentation required for the out-brief and detailed report. Determines if digital photography is required to properly document an input (do not request photos of proprietary or classified material). Performs additional duties as required by the AOI Team Lead and Deputy Team Lead. Attends the CMO commander out-brief.

7.5.4 Team Member. Responsible to the respective Element Lead. Performs evaluations as requested by the team and element leads. Annotates evaluations and documents the results daily. Identifies and provides supporting narratives to justify benchmarks and special recognition. Performs additional duties as required by the team and element leads.

7.6 AOI Preparation.

7.6.1 AOI Schedule.

7.6.1.1 The Director, Risk Assessment will begin coordination of the AOI schedule several months prior to the start of a new fiscal year. Coordination will include HQ DCMA-AO, DCMAA, DCMAI, DCMAS and DCMA units with aircraft contracts that are subject to inspection.

7.6.1.2 When coordination of the AOI schedule is complete, the Director, Risk Assessment will finalize the schedule and forward it to the Executive Director, Aircraft Operations for approval and signature. When the schedule is approved and signed, the Director, Risk Assessment will post the AOI schedule for the next fiscal year not later than (NLT) 1 August of the current fiscal year on the DCMA-AO website and Risk Assessment Portal.

7.6.1.3 After all units have been given the opportunity to provide input to the AOI schedule, and it has been signed by the Executive Director, Aircraft Operations, the schedule is considered final and should only be revised due to mission requirements. After the AOI schedule is final, any unit wishing to change their inspection date based on mission requirements will contact the

Director, Risk Assessment. AOI Team Leads are not authorized to change inspection dates without the approval of the Director, Risk Assessment.

7.6.1.4 DCMA units with aircraft contracts are expected to periodically review the approved and signed AOI schedule which is located on DCMA-AO website and Risk Assessment Portal. This schedule is the only official AOI schedule. If the AOI schedule changes for any reason it will be annotated on the DCMA-AO website as shown in [Attachment 8, Tab 7](#). When the schedule is changed, DCMA-AO Risk Assessment will send an “an email to DCMA-AO, DCMA Division DAOs, DCMAC-JS, DES, NAVAIR, AMMT and AFMC A3V” (as applicable) identify there is a change to the schedule.

7.6.2 Team Composition.

7.6.2.1 The following AOI team member positions constitute a basic AOI team:

7.6.2.1.1 AOI Team Lead.

7.6.2.1.2 Deputy Team Lead.

7.6.2.1.3 Command and Administration Element Lead.

7.6.2.1.4 Flight Operations Element Lead.

7.6.2.1.5 Ground Operations Element Lead.

7.6.2.1.6 Quality Element Lead.

7.6.2.1.7 Safety Element Lead.

7.6.2.2 The team for each inspected unit is determined by AO Risk Assessment during formulation of the fiscal year schedule. The posted schedule will list each of the basic team members and any requested changes to the basic team composition should be coordinated through AO Risk Assessment. The final team composition will vary with the size and scope of the inspected unit and may include:

7.6.2.2.1 Additional member(s) for one or more elements.

7.6.2.2.2 Service subject matter experts [for example, Navy Aviation Maintenance Management Team (AMMT), Air Force Material Command Standardization and Evaluation (AFMC/A3V), Army Directorate of Evaluation and Standardization (DES)].

7.6.2.3 In general, the AOI Team Lead will also be the Command and Administration Element Lead and the Deputy Team Lead will also be the Flight Operations Element Lead. In general, two AMMs will be required to

inspect most operations. In addition, two QARs will typically be scheduled for sites with three or more aircraft type model series.

7.6.2.4 The total AOI team composition for most facilities should be between 6-10 members. There are times when a slightly larger or smaller team is warranted.

7.6.2.5 Service inspection team visits (AMMT, AFMC/A3V, DES) will be scheduled in conjunction with DCMA AOIs to the maximum extent possible. When a service inspection team is included, staffing of DCMA ground and/or flight operations team members may be reduced by the AOI Team Lead.

7.6.2.6 GFR/AMM OJT Observers.

7.6.2.6.1 The Director of Policy and Training (GFR/AMM) will forward a list of nominees for GFR/AMM OJT Observers to the Director, Risk Assessment for approval and scheduling. The list will include: name and rank of individual, POC information, CMO assigned and AOI requested. An example of valid GFR/AMM OJT Observers is:

7.6.2.6.1.1 A GFR/AMM from an outside unit that:

7.6.2.6.1.2 Has not previously experienced an AOI, and,

7.6.2.6.1.3 Is scheduled to receive an AOI at their unit.

7.6.2.6.2 GFR/AMM OJT Observers may accompany AOI team members during a visit; however, they are not members of the AOI team. There shall be no more than one OJT Observer per AOI inspector. When a GFR/AMM OJT Observer accompanies an AOI Team Member during a visit, the AOI Team Member is responsible for ensuring that individuals being evaluated are aware that the GFR/AMM OJT Observer is not part of the AOI team.

7.6.3 **Prior to the 60 day AOI notification.** Risk Assessment Division will ensure a site project is established on the Risk Assessment Portal. The project will contain a standardized folder format to include the previous AOI report.

7.6.4 **60 Days Prior to AOI Visit.**

7.6.4.1 **At 60 days prior to the AOI visit, the AOI Team Lead will:**

7.6.4.1.1 Contact DCMA-AO Chief of Standardization and Evaluation to ensure that funds are available for the AOI visit.

7.6.4.1.2 Send an e-mail notification to the CMO commander and APT using [Attachment 8, Tab 3 – Sample CMO Commander AOI Notification](#), as an example.

7.6.4.1.3 Send an e-mail notification to the AOI team, including service inspection team members and GFRs/AMMs scheduled for OJT as appropriate, using [Attachment 8, Tab 4 – Sample AOI Team Notification](#) as an example. Ensure AOI team is aware of the requirement to comply with the timelines outlined in this attachment.

7.6.4.1.4 Obtain a copy of the previous AOI report for the unit under evaluation. AOI reports can be accessed on the DCMA-AO Risk Assessment portal, or request a copy from AO Risk Assessment.

7.6.4.1.5 Verify site portal project has established and the previous AOI report has been posted.

7.6.4.1.6 Subscribe APT members to the site project and inform the GFR that the project is established and available for use.

7.6.4.2 At 60 days prior to the AOI visit, the Deputy Team Lead (or other team member designated by AOI Team Lead) will:

7.6.4.2.1 Contact the unit under evaluation for recommendations on lodging in the area. While their input is important, the following considerations should be used to select lodging for the AOI team:

7.6.4.2.1.1 Near the unit under evaluation with easy access. The location of some lodging can lead to unacceptably long commute times to/from the unit.

7.6.4.2.1.2 Clean/comfortable rooms and not undergoing renovation.

7.6.4.2.1.3 Has high speed internet access in rooms and a printer available on-site.

7.6.4.2.1.4 Has a dining facility or one within a short walking distance.

7.6.4.2.1.5 Has an exercise facility or access to one within a short walking distance.

7.6.4.2.1.6 Has enough rooms available for all of the team members.

7.6.4.2.1.7 If available, has a free meeting room on-site.

7.6.4.2.1.8 When the AOI visit is to an OCONUS location, contact the unit under evaluation for any unique uniform, protocol and driver's license requirements.

7.6.4.2.2 For OCONUS AOIs,

7.6.4.2.2.1 Distribute DLA Form 391 to all team members. Require all team members to complete and return form to Deputy Lead NLT 45 days prior to AOI. A PDF fill able DLA 391 Form located on the Risk Assessment Portal, Project 015 RA Admin, Document tab, Stan Eval Admin folder.

7.6.4.2.2.2 Ensure all personnel complete Survival, Evasion, Resistance and Escape (SERE) Code of Conduct Level B training (current within 6 month of arrival in AOR), Anti-Terrorism Level 1 (current within 12 months of departing), completed Isolated Personal Report (ISOPREP) and oversea classified security travel briefing.

7.6.4.3 At 60 days prior to the AOI visit, all AOI team members will: upon receipt of the AOI Team Lead's visit notification make airline reservations and send arrival/departure information to the Deputy Team Lead (or other team member designated by AOI Team Lead).

7.6.4.4 At 60 days prior to the AOI visit, the Chief of Flight Operations (CFO)/GFR of the unit under evaluation will:

7.6.4.4.1 Consider performing a risk self-assessment. Tools for performing this assessment are available on the Risk Assessment website. The CFO/GFR will need to provide to the AOI Team Lead a written risk self-assessment NLT 14 days prior to inspection. This early look will help the inspection team develop areas to concentrate on including any special interest areas. Begin collecting the documentation requested in the CMO commander and APT notification e-mail sent by the AOI Team Lead. Ensure the documentation is uploaded to the Risk Assessment AO Portal site project no later than 45 days prior to AOI.

7.6.4.4.2 Provide the Deputy Team Lead (or other team member designated by AOI Team Lead) with information concerning lodging, directions, and security requirements.

7.6.4.4.3 Review the AOI Workcenter Information Request using Tab 4 – AOI Workcenter Information Request.

7.6.5 45 Days Prior to AOI Visit.

7.6.5.1 At 45 days prior to the AOI visit, the Chief of Flight Operations (CFO)/GFR of the unit under evaluation will ensure the documentation is uploaded to the Risk Assessment AO Portal site project.

7.6.5.2 At 45 days prior to the AOI visit, the AOI Team Lead will:

7.6.5.2.1 Contact the CMO commander to discuss the upcoming AOI and expected requirements. Resolve any concerns or issues brought up.

7.6.5.2.2 Ensure the documentation provided by the unit under evaluation is uploaded to the Risk Assessment AO Portal.

7.6.5.3 At 45 days prior to the AOI visit, the Deputy Team Lead (or other team member designated by AOI Team Lead) will:

7.6.5.3.1 Complete the lodging reservations and forward confirmation numbers to all team members.

7.6.5.3.2 File country and theater clearances with DCMA International (if OCONUS AOI). Use the ITCSO Form 5 to provide all the required information.

7.6.5.4 At 45 days prior to the AOI visit, all AOI team members will notify the AOI Team Lead if they feel they will need an additional team member. At most units with mature programs, the element lead can complete all sub-elements within a two-day time frame. However, if the unit under evaluation has geographically separated areas, or if a program has known elevated risk, an additional team member may be necessary.

7.6.6 30 Days Prior to AOI Visit.

7.6.6.1 At 30 days prior to the AOI visit, the AOI Team Lead will forward to the AOI team the documentation received from the unit under evaluation and a copy of the previous AOI report to all team members without Risk Assessment Portal access (AFMC A3V, DES and NAVAIR AMMT).

7.6.6.2 At 30 days prior to the AOI visit, the Deputy Team Lead (or other team member designated by AOI Team Lead) will develop a transportation plan that is most advantageous to the Government for lodging, airport pick-up/drop-off, and transportation to unit under evaluation. Typically plan on full size rental cars with three people each to maximize occupancy. The goal is to limit the number of rental cars. If a larger vehicle is required, it must be pre-approved thru the Defense Travel System (DTS) or be on orders. Forward the transportation plan to include which team members will reserve a rental car to all team members.

7.6.6.3 At 30 days prior to the AOI visit, the CFO/GFR of the unit under evaluation will:

7.6.6.3.1 Provide the Deputy Team Lead with the [AOI Workcenter Information Request found in Attachment 8, Tab 5](#).

7.6.6.3.2 Notify the contractor in writing that an AOI will be conducted.

7.6.6.3.3 Ensure the APT reviews the following as a minimum: applicable contracts, contractor procedures, local operating procedures, applicable industrial/safety directives, past AOI report/contractor survey, internal audits, mishap reports, corrective action requests, and training records.

7.6.6.3.4 Coordinate with the contractor some means to provide the AOI team digital photography as needed.

7.6.7 14 Days Prior to AOI Visit.

7.6.7.1 At 14 days prior to the AOI visit, the AOI Team Lead will:

7.6.7.1.1 Send out a draft AOI visit schedule for coordination with team members and the APT of the unit under evaluation. AOI Team Leads are encouraged to use [paragraph 7.7](#), AOI Execution, to developing a draft AOI visit schedule. The schedule for Day 1 of the AOI visit should be coordinated with the AOI Team Lead and CFO/GFR to determine the sequence of events. The best briefing sequence is AOI Team Kick-Off Meeting, CMO commander In-Brief, and APT/contractor Brief to the AOI team.

7.6.7.1.2 Continue to forward any documentation received from the unit under evaluation to team members without Risk Assessment Portal access (AFMC/A3V, DES and NAVAIR AMMT).

7.6.7.2 At 14 days prior to the AOI visit, all AOI team members will:

7.6.7.2.1 Review the documentation received from the unit under evaluation and the previous AOI report.

7.6.7.2.2 Contact their counterpart at the unit under evaluation.

7.6.7.2.3 Discuss the AOI process and any special interest items that may be evaluated.

7.6.7.2.4 Request any special documentation to be made available during the visit that may be useful (i.e., the Ground Operations Element Lead may request historical FOD data).

7.6.7.2.5 Discuss the areas where the APT might need assistance, processes/individuals that “stand out” as exceeding standards, and any other areas that the APT feels are important.

7.6.7.2.6 Request that there be a knowledgeable point of contact assigned to each of applicable sub-elements during the AOI visit.

7.6.7.3 At 14 days prior to the AOI visit, the QAR team member will:

7.6.7.3.1 Contact the Technical POC at the unit under evaluation and request that copies of the following data be available during the AOI visit:

7.6.7.3.1.1 Twelve month run of Product Quality Deficiency Reports (PQDR).

7.6.7.3.1.2 Twelve month run of Corrective Action Requests (CAR).

7.6.7.3.1.3 Twelve month run of Product Examination documentation.

7.6.7.3.1.4 Twelve month run of Data Analysis

7.6.7.3.1.5 All incoming Letters of Delegation (LOD).

7.6.7.3.1.6 Outgoing LOD pertaining to Safety of Flight (SOF).

7.6.7.3.1.7 All Quality Assurance Letters of Instruction (QALI).

7.6.7.3.1.8 All Memorandums of Agreement (MOA).

7.6.7.3.1.9 Local Procedures pertaining to SOF (except CAR).

7.6.7.3.1.10 SOF Plan (list, associated documents, notifications, etc).

7.6.7.3.1.11 Evidence of QAR Aircraft Commodity Certifications.

7.6.7.3.1.12 Evidence of QAR Non-Destructive Testing (NDT) certifications (if applicable).

7.6.7.3.2 QAR will distribute any of the above documentation to AOI team members upon request.

7.6.7.4 At 14 days prior to the AOI visit, the CFO/GFR of the unit under evaluation will provide to the AOI Team Lead a written risk self-assessment. This early look will help the inspection team develop areas to concentrate on including any special interest area.

7.6.8 7 Days Prior to AOI Visit.

7.6.8.1 At 7 days prior to the AOI visit, the AOI Team Lead will:

7.6.8.1.1 Identify and resolve any open issues such as visit scheduling or lack of pre-visit documentation.

7.6.8.1.2 E-mail the final schedule to the CMO commander, APT, and AOI team.

7.6.8.1.3 In coordination with the CFO/GFR, determine the preferred format for the Day 1 briefings (USB Memory Stick or CD). Ensure that a backup copy of each briefing is available.

7.6.8.2 At 7 days prior to the AOI visit, the Deputy Team Lead (or other team member designated by AOI Team Lead) will identify and resolve any open issues with lodging, transportation, or security.

7.6.8.3 At 7 days prior to the AOI visit, all AOI team members will:

7.6.8.3.1 Ensure a laptop computer is available for their use during the AOI visit. The AOI team member's unit is responsible for providing this laptop computer. The unit under evaluation is not responsible for providing any computers to the AOI team.

7.6.8.3.2 Ensure they have copies (electronic preferred) of the following:

7.6.8.3.2.1 This policy.

7.6.8.3.2.2 Previous AOI report for the unit under evaluation.

7.6.8.3.2.3 Blank portion of the detailed report for their element.

7.6.8.3.2.4 Other documentation sent by the AOI Team Lead.

7.6.8.3.3 Ensure they have all administrative supplies needed for the AOI visit (i.e., thumb drive, disks, etc.). The unit under evaluation is not responsible for providing anything other than basic administrative supplies (i.e., printer paper, pens, stapler, etc.).

7.6.8.3.4 Ensure they have all personal protective gear needed for the AOI visit (i.e., rain gear, steel toed boots, etc.). The unit under evaluation is not responsible for providing anything other than basic protective gear (i.e., protective glasses, foam ear plugs, etc.).

7.6.8.4 At 7 days prior to the AOI visit, the CFO/GFR of the unit under evaluation will:

7.6.8.4.1 Ensure that the security office of the unit under evaluation has the AOI team access list and that procedures for providing access badges/escorts are reviewed with that office.

7.6.8.4.2 Ensure that the briefing room for the CMO commander in-/out-brief has been reserved.

7.6.8.4.3 Ensure that some means of digital photography is available.

7.7 AOI Execution.

7.7.1 Travel Arrival Day.

7.7.1.1 The AOI Team Lead may adjust the schedule discussed here as needed based on the size and scope of the unit under evaluation. Accordingly, the travel arrival day should be Monday, unless the AOI Team Lead determines that the size and scope of the unit under evaluation requires traveling on a Sunday.

7.7.1.2 On the travel arrival day, the Deputy Team Lead will:

7.7.1.2.1 Collect room and cell phone numbers of all team members.

7.7.1.2.2 Ensure all team members are aware of food and transportation availability.

7.7.1.3 On the travel arrival day, all team members will:

7.7.1.3.1 Contact the Deputy Team Lead by e-mail or cell phone if their arrival is delayed.

7.7.1.3.2 Upon arrival provide their room and cell phone number to the Deputy Team Lead.

7.7.2 Day 1 of the AOI Visit.

7.7.2.1 On Day 1 of the AOI visit, the AOI Team Lead will:

7.7.2.1.1 Plan on the AOI team arriving at the unit under evaluation at least 1 hour prior to the first meeting to allow time for security clearance issues and briefing room set-up.

7.7.2.1.2 Conduct an AOI Team Kick-Off Meeting. Time permitting, conduct this meeting on the travel day, left to the discretion of the Team Lead.

7.7.2.1.3 Conduct the CMO commander In-Brief. Time permitting, conduct this meeting on the travel day, left to the discretion of the Team Lead (does not include Sunday and OCONUS travel).

7.7.2.1.4 Unsubscribe all APT members from the Risk Assessment AO Portal site project.

7.7.2.2 On Day 1 of the AOI visit, the Deputy Team Lead will:

7.7.2.2.1 Bring a copy of the security access list that was submitted to the unit under evaluation and provide to the unit designated POC.

7.7.2.2.2 Provide contact information for AOI team members. As a minimum, each team member will be given the room and cell phone numbers of the AOI Team Lead and Deputy Team Lead.

7.7.2.2.3 Ensure Element Leads have the most current electronic copy of their portion of the Detailed Report.

7.7.2.3 On Day 1 of the AOI visit, all AOI Team Members will conduct themselves in a highly professional manner to include proper dress and appearance. Team member's attitude and delivery are keys to garnering APT and contractor cooperation and receptivity which are paramount to a successful inspection.

7.7.2.4 On Day 1 of the AOI visit the CMO commander of the unit under evaluation will determine who will be in attendance at the CMO commander In-Brief. Contractor personnel may attend this meeting at the invitation of the CMO commander.

7.7.2.5 On Day 1 of the AOI visit, the CFO/GFR of the unit under evaluation will ensure a member of the APT meets the AOI team at the visitor's center/security access point.

7.7.3 AOI Team Kick-Off Meeting.

7.7.3.1 The AOI Team Kick-Off Meeting is for AOI team members and OJT personnel only.

7.7.3.2 If possible, the AOI Team Lead will conduct this meeting prior to the CMO commander In-Brief. As a minimum, the following items should be discussed (a sample briefing template is located on the DCMA-AO website):

7.7.3.2.1 Introduction of team members.

7.7.3.2.2 AOI visit schedule.

7.7.3.2.3 Inspection philosophy.

7.7.3.2.3.1 Be tough, but fair.

7.7.3.2.3.2 Document facts. The goal is to measure risk objectively.

7.7.3.2.3.3 Look for the good things as well as the not-so-good.

7.7.3.2.3.4 Focus on risk. While discrepancies may be noted in the process, the bottom line is: does it work, does it make sense, and what is the associated risk?

7.7.3.2.4 Inspection do's and don'ts.

7.7.3.2.4.1 Do have a positive, helpful attitude during the inspection. Remember this is not a “black hat” inspection. Team members are expected to use their experience and expertise to help the unit under evaluation.

7.7.3.2.4.2 Don't make unreasonable demands of the contractor and APT. Remember that they may be in the middle of an aircraft delivery. Also, work around their schedule if at all possible. For example, try to respect the contractors' lunch and break times.

7.7.3.2.4.3 Do keep the APT informed of all potential findings, but don't mention COLOR / RISK ratings before the final out-brief.

7.7.3.2.4.4 Do keep the AOI Team Lead informed of potential findings and the status of observations daily (this will be done at the AOI team meeting).

7.7.3.2.4.5 Do choose your words wisely when talking to or around members of the unit under evaluation. Don't use COLOR / RISK ratings when talking to or around the contractor or the APT. The only time COLOR / RISK ratings will be discussed in front of the APT and contractor is by the AOI Team Lead at the CMO commander out-brief.

7.7.3.2.4.6 Local area briefing items, such as safety/driving concerns and unique requirements for entry into restricted areas. For example, if you're inspecting a facility in Japan you must have a valid USFJ Form 4EJ, US Forces Japan Operator Permit, before driving a vehicle.

7.7.3.2.4.7 The assigned GFR for the unit under evaluation remains the “single face to the contractor” on all write-ups and corrective actions discovered/directed as a result of the AOI. This does not mean AOI team members cannot speak with contractor personnel, but it does mean that formal observations and discrepancies should be

communicated by the assigned GFR. Avoid any appearance of a constructive change.

7.7.3.3 Detailed Report procedures and milestones. Brief when applicable: service inspection teams are considered a part of the overall AOI Team; therefore, any write-up found by a Service inspection team may be included in the DCMA-AOI Detailed Report. At some locations the service inspection team may conduct a parallel inspection to the DCMA-AOI and evaluate service-specific items (AMMT, for example). In these cases, the service inspection team will produce its own inspection report and conduct its own CMO commander In-/Out-Brief.

7.7.4 CMO Commander In-Brief. The AOI Team Lead will conduct a formal in-brief with the CMO commander and other personnel as designated by the CMO commander. As a minimum, the following items should be discussed (a sample briefing template is located on the DCMA-AO website):

7.7.4.1 What is an AOI?

7.7.4.2 AOI team members

7.7.4.3 AOI elements and sub-elements

7.7.4.4 Assessment philosophy

7.7.4.5 Risk assessment

7.7.4.6 AOI team schedule

7.7.4.7 Deliverables

7.7.4.8 No constructive change

7.7.5 APT / Contractor Brief to the AOI Team. The APT/contractor should provide the AOI team a 15-30 minute brief on the facility to include safety and security information. This is also an excellent opportunity for the APT/contractor to inform the AOI team of any known risks and steps that have been taken to mitigate the risk.

7.7.6 Facilities Tour. The APT/contractor should provide a brief orientation tour for AOI team members unfamiliar with the facility.

7.7.7 Inspection Conduct. The inspection generally begins immediately following the in-brief or facility tour.

7.7.7.1 Throughout the inspection, AOI team members will:

7.7.7.1.1 Ask the following questions about each observed element and sub-element:

- 7.7.7.1.1.1 Does a program exist?
- 7.7.7.1.1.2 Does the program conform to existing guidance?
- 7.7.7.1.1.3 Is the program adhered to?
- 7.7.7.1.1.4 Is the program documented?
- 7.7.7.1.1.5 What risks/issues are associated with how the program is executed?
- 7.7.7.1.1.6 Are there overarching issues with the program?
- 7.7.7.1.1.7 Are there any benchmark programs and/or outstanding performers?

7.7.7.1.2 In addition to the previous questions, ask the following questions to make an overall determination of an element's risk:

- 7.7.7.1.2.1 Does it work?
- 7.7.7.1.2.2 Does it make sense?
- 7.7.7.1.2.3 What are the associated risks?

7.7.7.1.3 Be observant to how well the APT works together and how well they work with the contractor. Additionally, be observant to safety, product quality, and property issues and provide your inputs to the appropriate team member.

7.7.7.1.4 Take thorough and specific notes. Ensure that the basic questions of “who, what, when, where, and why?” are answered. Following is an example of an observation with appropriate detail.

“17 Aug, 1115 hours, aircraft 67-1234, during the contractor lunch break numerous loose tools were found in the work area to include the following: 1) a flashlight was found inside the #3 engine compartment; 2) a screwdriver, ratchet, and wrench were found loosely sitting on a platform; and 3) a scraper was found laying on a nose jack (Note: Include tool ID numbers/identifying markings). These are violations of company procedure AA-251-157, Section D, Paragraph 23.”

7.7.7.1.5 Request APT assistance if digital photography is needed to properly document an observation.

7.7.7.1.6 Observe all operations that affect (directly or indirectly) their element/sub-element, including back shops and aircraft assembly areas. Remember you are assessing risk not necessarily contractual compliance.

Example: The contractor includes Service guidance or National Aeronautical Standards as clauses to the contract/SOW but they are not in full “letter of the law” compliance; however, their procedures do meet the intent and more importantly mitigate risk to the lowest possible level. Failure to comply contractually is a legitimate discrepancy that may be included in the detailed report, assess the risk based on RAC.

Example: In new production contracts there are many areas where the Government’s assumption of risk does not exist under the [Ground and Flight Risk Clause \(GFRC\)](#) because the operations occur where the aircraft is not yet “in the open” or they involve aircraft parts not yet associated with individual aircraft. However, tools lost during such time have the same negative effect on safety as when the aircraft are “in the open.” This risk must be quantified regardless of the Government’s assumption of risk.

7.7.7.1.7 Complete the appropriate sections of the detailed report daily as elements and sub-elements are evaluated.

7.7.7.1.8 Throughout the inspection, Element Leads will assign a COLOR / RISK rating to each write-up, sub-element, and element using the [Risk Assessment Code Matrix in Attachment 8, Tab 1](#).

7.7.8 Daily AOI Team Recap.

7.7.8.1 Only members of the AOI team and OJT Observers, as defined in this attachment, will attend this meeting.

7.7.8.2 During the Daily AOI Team Recap, the AOI team members will brief the AOI Team Lead regarding what was observed during the course of the day. Element leads should also provide a percentage complete and what they will be looking at the following day. This meeting permits the AOI Team Lead to discuss with the team members exactly what was found and determine what will be briefed to the APT and contractor in the Daily Hot Wash. This is especially important when a service inspection team is participating in the AOI.

7.7.8.3 The AOI Team Lead should stress that COLOR / RISK ratings will not be discussed in front of the APT and contractor prior to the CMO commander out-brief.

7.7.9 Daily Hot Wash. During the Daily Hot Wash, the AOI team members (as appropriate) will brief the APT and the contractor (if invited by the CMO Commander) regarding what was observed during the course of the day. This is the best time to verify the appropriate POC was contacted and interviewed in any area where a potential observation and/or discrepancy may exist. The AOI Team Lead should finish the meeting by reviewing the schedule for the next day and reemphasizing “No Constructive Changes” if the contractor is present.

7.7.10 Days 2-3 of the AOI Visit.

7.7.10.1 On Day 2 of the AOI visit, all AOI team members will complete the appropriate sections of the detailed report as elements and sub-elements are evaluated.

7.7.10.2 On Day 2 of the AOI visit, following the Daily Hot Wash, the AOI Team Lead will:

7.7.10.2.1 Brief the CMO commander on the status of the inspection.

7.7.10.2.2 Finalize the Day 3 schedule. Inform team members that they should make every attempt to turn in their portion of the detailed report NLT 1000 on Day 3.

7.7.10.3 On Day 3 of the AOI visit, all AOI team members will:

7.7.10.3.1 Complete their portion of the detailed report NLT 1000.

7.7.10.3.2 Review their portion of the detailed report, asking the following questions:

7.7.10.3.3 Do the write-ups add up to the COLOR / RISK rating? The general tone of the write-ups must lead the reader to the conclusion that the rating for that element or sub-element is correct. For instance, a sub-element that is rated RED / EXTREMELY HIGH RISK should have discrepancies that show the program could fail or encounter major cost/schedule increases. Additionally, while the sub-element may also have a strength write-up, more than one may not lead the reader to the conclusion that this sub-element is RED / EXTREMELY HIGH RISK.

7.7.10.3.4 Does the write-up belong where it is located? For instance, if the AMM and contract safety specialist aren't communicating well and lax safety awareness on the flightline is observed, the discrepancy may best be annotated under Command and Administration – Teaming.

7.7.10.3.5 Is an outstanding performer being recognized that has a deficient functional area? Don't send mixed messages. If a solid performer is being recognized who has findings in their area, clearly

indicate how the discrepancies were not a result of the individual's performance. For instance, an observation could be that the AMM consistently works with the contractor to enforce compliance with FOD and Tool Control procedures; however, the contractor has failed to follow procedures and there are numerous discrepancies noted. In this case, clearly indicate the steps the AMM took to try and resolve the problem.

7.7.10.3.6 Turn in their portion of the detailed report to the Deputy Team Lead NLT 1000.

7.7.10.4 On Day 3 of the AOI visit, the Deputy Team Lead will collect portions of the detailed report as they are received, complete the draft version of the detailed report and executive summary per paragraph [7.7.15, Documenting The AOI Visit](#), and turn in to the AOI Team Lead.

7.7.10.5 On Day 3 of the AOI visit, the AOI Team Lead will:

7.7.10.5.1 Complete the CMO commander out-brief slides per paragraph [7.7.15, Documenting The AOI Visit](#).

7.7.10.5.2 Review and refine the executive summary and draft the detailed report (if no deputy).

7.7.10.5.3 Pre-brief the CMO commander on the results of the AOI visit.

7.7.10.5.4 NLT end-of-day, forward the executive summary draft and, if complete, the out-brief slides via e-mail to:

7.7.10.5.4.1 CMO Commander

7.7.10.5.4.2 Executive Director and Deputy Director, DCMA-AO

7.7.10.5.4.3 Director and Deputy Director or Commander DCMAA, DCMAS, or DCMAI (as applicable)

7.7.10.5.4.4 Appropriate Division DAO

7.7.10.5.4.5 Director, Risk Assessment, DCMA-AO

7.7.10.5.4.6 Chief of Standardization and Evaluation, DCMA-AO

7.7.10.5.4.7 Director, DCMAC-JS

7.7.10.5.4.8 All Aero Division Sector Leads (DCMAA AOI only)

Note: The executive summary draft and out-brief slides are sent as attachments in PDF format via e-mail. Additionally, paste the content of the executive summary into the body of the e-mail so

that it may be read on a Personal Digital Assistant (PDA). The following distribution lists for the executive draft summary and out-brief-slides can be found on Outlook® global: AOI DCMAA and AOI DCMAI. The individual CMO Commander will need to be added.

7.7.10.5.5 When applicable, coordinate with the service inspection team on their CMO commander out-brief.

7.7.11 Day 4 of the AOI Visit/Travel Departure Day.

7.7.11.1 At the end of the AOI visit, the AOI Team Lead will:

7.7.11.1.1 Prior to the CMO commander out-brief, ensure that the CMO commander received electronic copies in PDF format of the out-brief slides and executive summary draft. Printed copies will not be provided.

7.7.11.1.2 Plan on the AOI team arriving at the unit under evaluation at least 1 hour prior to the first meeting to allow time for briefing room set-up.

7.7.11.1.3 Conduct a formal CMO commander out-brief.

7.7.11.2 CMO Commander Out-Brief. The AOI Team Lead will conduct a formal out-brief with the CMO commander and other personnel as designated by the CMO commander.

7.7.11.2.1 As a minimum, the following items should be discussed (a sample briefing template is located on the DCMA-AO website):

7.7.11.2.1.1 AOI team members

7.7.11.2.1.2 Assessment philosophy

7.7.11.2.1.3 Risk assessment

7.7.11.2.1.4 No constructive change

7.7.11.2.1.5 AOI Summary

7.7.11.2.1.6 AOI Elements

7.7.11.2.1.7 Previous and this AOI comparison

7.7.11.2.1.8 Deliverables

7.7.11.2.2 For units under evaluation that are geographically separated from their CMO commander, the out-brief may be conducted in person, via video conference, or telephonically.

7.7.11.2.3 The CMO commander of the unit under evaluation will determine who will be in attendance at the CMO commander out-brief. Contractor personnel may attend this meeting at the invitation of the CMO commander.

7.7.11.2.4 The AOI Team Lead should conduct this brief in its entirety and should speak for the entire AOI team. This is to ensure the briefing is succinct and does not lose the focus of providing the CMO commander an overall assessment of risk at their unit. This brief should be the only time COLOR / RISK ratings will be discussed in front of the APT and contractor.

7.7.11.2.5 During the CMO commander out-brief, the Element Leads should be ready to address specific issues but only after being asked to speak by the AOI Team Lead.

7.7.11.2.6 The AOI Team Lead, Deputy Team Lead, and Element Leads are required to attend the CMO commander Out-brief. The AOI Team Lead may excuse all other team members from the out-brief on a case-by-case basis.

7.7.11.2.7 At locations where a service inspection team has conducted a parallel inspection to the DCMA AOI, the service inspection team will produce its own inspection report and conduct its own CMO commander out-brief.

7.7.12 Post AOI Visit Actions.

7.7.12.1 Three duty days (six duty days in the case of back-to-back AOIs for Lead and/or Deputy) following completion of the AOI visit, the AOI Team Lead will:

7.7.12.1.1 Forward the draft version of the detailed report in PDF format via e-mail to:

7.7.12.1.1.1 Executive Director and Deputy Director DCMA-AO

7.7.12.1.1.2 Director and Deputy Director or commander DCMAA, DCMAS or DCMAI (as applicable)

7.7.12.1.1.3 Appropriate Division DAO

7.7.12.1.1.4 Director, DCMA-AO Risk Assessment

7.7.12.1.1.5 Chief of Standardization and Evaluation, DCMA-AO

7.7.12.1.1.6 Director, DCMAC-JS

7.7.12.1.1.7 All Aero Division Sector Leads (DCMAA AOI only)

Note: The distribution lists for the executive draft version of detailed report can be found on Outlook® global: AOI DCMAA and AOI DCMAI.

7.7.12.2 Five duty days (10 duty days in the case of back-to-back AOIs for Lead and/or Deputy) following completion of the AOI visit, the AOI Team Lead will:

7.7.12.2.1 Forward the final version of the detailed report in PDF format via e-mail to the CMO commander of the unit evaluated and the same addressees in paragraph [7.7.12.1.1](#).

7.7.12.2.2 Upload the final version of the detailed report, out-brief and any service reports in native file format (Word® or PowerPoint®) to Risk Assessment AO site project.

7.7.12.2.3 Ensure all AOI data, pertinent email correspondence, lessons learned, travel and hotel information is archived in the appropriate project folder on the Risk Assessment AO Portal.

7.7.12.2.4 When appropriate, after the completion of the AOI visit, AOI Team Leads will send a brief after-action e-mail to the Director, Risk Assessment and Chief of Standardization and Evaluation outlining concerns and/or suggestions for AOI process improvements that may need to be considered.

7.7.12.3 After the completion of the AOI visit, the GFR of the unit under evaluation will maintain a copy of the executive summary and detailed report for use in completing the annual Contractor Flight and Ground Operations Survey required by DCMA Inst 8210.1, Contractor's Flight and Ground Operations. The GFR may use specific contractor information from the AOI Detailed Report in completing the survey.

7.7.12.4 After the completion of the AOI visit, the CMO commander will respond to the detailed report. See [Chapter 8, Corrective Action Plans & CMO Risk Advisory Boards](#), for process.

7.7.12.5 After receiving the final version of the executive summary, detailed report, and CMO commander out-brief slides, DCMA-AO Risk Assessment will determine if any BLUE / BENCHMARK candidate programs or processes can be distributed throughout the DCMA Aircraft Operations community to improve operations. If shared, DCMA-AO Risk Assessment will disseminate Benchmarks quarterly via the Safety Newsletter and will ensure that proper credit is given to the originators of the program or process.

7.7.13 DCMA Senior Leadership Briefing. The results of the AOI visit will only be briefed to senior leadership for sites that earned an overall risk rating of yellow or higher. These results should be briefed to the DCMA Senior Leadership as soon as possible following the AOI but no earlier than 10 duty days after completion of the AOI visit.

7.7.13.1 At the completion of the AOI visit, the AOI Team Lead or Deputy Team Lead will:

7.7.13.1.1 Contact the Director of Risk Assessment to request the AOI Senior Leadership Briefing to be scheduled within 60 days.

7.7.13.1.2 Complete the Senior Leadership Briefing slides per paragraph 7.7.15 – [Documenting The AOI Visit](#), and upload to the Risk Assessment AO Portal AOI Results Senior Leader Briefings project.

7.7.13.1.3 Brief the DCMA Senior Leadership on the results of the AOI visit (no more than four AOI reports will be briefed to Senior Leadership during a single meeting).

7.7.14 CMO Commander’s Corrective Action Plan. See [Chapter 8, Corrective Action Plans & CMO Risk Advisory Boards](#).

7.7.15 Documenting The AOI Visit

7.7.15.1 Overview.

7.7.15.1.1 Documenting the AOI visit consists of preparing and distributing the following products:

7.7.15.1.1.1 Executive Summary.

7.7.15.1.1.2 Detailed Report.

7.7.15.1.1.3 CMO commander out-brief slides.

7.7.15.1.1.4 DCMA Senior Leadership briefing slides.

7.7.15.2 Due to the potential proprietary data involved in AOI visit documentation, AOI Team Leads will ensure all AOI documentation is marked “For Official Use Only” or “FOUO.”

7.7.15.3 Executive Summary. The Deputy Team Lead prepares this document using the template and instructions available on the DCMA-AO website and Risk Assessment AO Portal.

7.7.15.4 Detailed Report. Element Leads prepare their sections of this document using the templates available on the DCMA-AO website and Risk

Assessment AO Portal. The Deputy Team Lead assembles the draft document by combining the various sections provided by the Element Leads. Instructions for completing the detailed report are available on the DCMA-AO website and Risk Assessment AO Portal.

7.7.15.5 CMO Commander Out-Brief Slides. The AOI Team Lead prepares this document using the template and instructions available on the DCMA-AO website and Risk Assessment AO Portal.

7.7.15.6 DCMA Senior Leadership Briefing Slides. The AOI Team Lead prepares this document using the template and instructions available on the DCMA-AO website and Risk Assessment AO Portal.

Chapter 8

DCMA Aviation Enterprise Corrective Action Plans (CAP) and CMO Risk Advisory Boards (CRAB)

8.1 General Overview

8.1.1 **Risk Mitigation.** The DCMA Aircraft Operations Enterprise provides contract oversight to all contracts under the [GFRC/AFRC](#). Aircraft Operations are inherently risky. As such, there are a number of inspections or audits that are required under this instruction as well as DCMA Instruction 8210.1. The goal of these inspections or audits, whether internal to the APT (annual surveys) or external to the APT (AOI, SAV, Division Site Visit), is to identify risks to safe and effective aircraft operations. Once risks are identified they must be mitigated and managed in a documented plan.

8.2 What is a Performance Indicator?

8.2.1 **DCMA-AO has established an Agency approved Performance Indicator** stated as: Elevated risks which have been identified to safe and effective Aircraft Operations at contractor facilities will be mitigated to an acceptable level in accordance with an agreed to plan approved by the APT and CMO Commander and reviewed by the Division Directors and Executive Director AO.

8.2.2 **Metrics.** The metric to be used to measure this performance is a measure of how well the AO Enterprise is managing identified risks. It is not a measurement of the amount of risk present in the enterprise. Risk management is measured by averaging the Corrective Action Plan Score using the approved CMO Risk Advisory Board (CRAB). The CRAB process will be discussed in paragraph 8.7.

8.3 Corrective Action Plan Philosophy

8.3.1 **Risks and Mitigation Plans.** All corrective action plans addressing elevated risks documented in a report (AOI/contractor survey) will be entered into a DCMA Workspace Portal Database titled “AO CAP Database” located in the HQ Air OPS Public Site Community on its own page. The philosophy is that each identified elevated risk shall have its own specific mitigation plan. An elevated risk is defined here as an item whose probability of occurrence and severity if occurring combine in the [Risk Assessment Code Matrix in Attachment 8, Tab 1](#) to support a Risk Assessment Code (RAC) of 3-Yellow, or higher. The approval and review process for the plan ensures that senior leadership is aware of risk issues and can apply resources as necessary to mitigate risk to the

Government. Once entered into the database, these plans can be reviewed at all levels to 1) monitor progress and 2) share mitigation strategies across the Enterprise.

8.4 **What is a Corrective Action Plan (CAP)?**

8.4.1 **Definition.** A Corrective Action Plan, or CAP, is a set of actions taken to mitigate or remove hazards and/or their causes (known as root causes) associated with an identified elevated risk described in a write-up. The purpose of the CAP is to provide a structured approach to risk mitigation by determining root causes and evaluating the residual risk remaining after implementation of the corrective actions.

8.4.2 **Purpose.** The purpose of entering the CAPs into a common database is to allow senior managers the ability to monitor risk areas and to share mitigation strategies across the Aircraft Operations Enterprise. The advantage to utilizing the DCMA Workspace Portal is that it allows everyone access via the internet.

8.5 **When is a Corrective Action Plan Required?**

8.5.1 **Identified Elevated Risk.** A CAP is required anytime an elevated risk to safe and effective aircraft operations has been identified at a contract facility and documented in a formal report (AOI/contractor survey). Once an elevated risk has been identified, a CAP shall be entered into the database and approved and reviewed by the chain of command within 45 calendar days from receipt of the final report. The CAP will remain in an 'Open' status until all corrective actions have been completed and the completed plan has been reviewed by the CRAB. Exception: If a CAR is issued in conjunction with an identified elevated risk, a corrective action plan is generally provided by the contractor, then evaluated/approved by the CMO Commander and APT. In this case, a cross-reference to the CAR database record number suffices as a CAP description and the CAP line item will be opened and closed in parallel with the CAR.

8.6 **CAP Database.**

8.6.1 **Location.** The AO CAP Database is located at the following URL: <https://portal.dcma.mil/portal/server.pt?open=512&objID=4690&PageID=68068&cached=true&mode=2&userID=367199>. The database is hosted directly on the DCMA Workspace Portal, [Figure 1](#), so there is no check-in/check-out procedure. APT members simply create a new record for each elevated risk finding. [Figure 2](#) shows an example record when completed. The following guide is a step by step checklist that describes each field within the database record. [Figure 3](#)

illustrates the input screen that displays for both a new record and for a record in the edit mode.

8.6.2 Creating a New CAP Record. Refer to [Figure 3](#) for layout.

8.6.2.1 Tracking Number. Enter the tracking number in the following format: Office Code then hyphen followed by three digits (DCMAX XXX – XXX). Example: DCMAA AMTO – 001).

8.6.2.2 CMO Site. Enter the CMO Command title. Example: DCMA North Texas

8.6.2.3 Site Location. City and State for the contractor facility with the elevated risk. Example: Oklahoma City, OK.

8.6.2.4 Identification Source. Enter how the risk was identified. Standard entries should be AOI, Annual Survey, Monthly Audit, Division Site Visit, etc.

8.6.2.5 CMO POC. Facility GFR.

8.6.2.6 DIV POC. Division individual responsible for follow up. May be entered by Division when Division Director reviews the plan.

8.6.2.7 Status. Choose ‘Open’ from drop-down menu when creating the record. The status will be ‘Closed’ by CRAB following final review.

8.6.2.8 Revision Date (Plan #). When creating a new record, place a ‘1’ here to indicate this is the initial plan. If the plan needs adjusted due to new information or the corrective action is ineffective, change this to the next plan number and add the date to the field. Also note the changes in the Change Log field, see paragraph 8.6.2.29.

8.6.2.9 Discovery Date. The date the risk was identified. For AOIs, this will be the date of the out-brief. Format: YYYYMMDD.

8.6.2.10 Contractor. Prime contractor.

8.6.2.11 Element. All identified risks, whether discovered on AOIs or not, should be characterized by the Element and Sub-Element Structure outlined in the AOI process. Choose the Element from the Drop-Down Menu.

8.6.2.12 Sub-Element. All identified risks, whether discovered on AOIs or not, should be characterized by the Element and Sub-Element Structure outlined in the AOI process. Choose the Sub-Element from the Drop-Down Menu.

8.6.2.13 **Write-Up Number.** This is the specific number associated with the AOI Report or Annual Survey Report. May be left blank if not applicable to the Identification Source of the write-up.

8.6.2.14 **Initial RAC.** The initial Risk Assessment Code (RAC) is found in the report specifying the finding. The [Risk Assessment Code Matrix in Attachment 8, Tab 1](#), defines how the RAC codes are assigned based on Probability of Occurrence and the Severity of the Consequence.

8.6.2.15 **GFR Approval.** This is the date and time, chosen from Drop-Down Menus, that the GFR for the site approves the plan (or revision) for the APT.

8.6.2.16 **CMO CDR Approved.** This is the date and time, chosen from Drop-Down Menus, that the CMO Commander approves the plan (or revision).

8.6.2.17 **DIV DIR Reviewed.** This is the date and time, chosen from Drop-Down Menus, that the Division Director (or designated representative) reviews the plan (or revision).

8.6.2.18 **Exec Dir AO Reviewed.** This is the date and time, chosen from Drop-Down Menus, that the HQ Executive Director AO reviews the plan (or revision).

8.6.2.19 **Write-Up.** That verbiage, cut and pasted from the report (if applicable), that defines the elevated risk to safe and effective aircraft operations.

8.6.2.20 **CRAB CAP Score.** The timeliness of action score, from 1 to 10, as determined and entered by the most recent quarterly CRAB. See paragraph 8.8 defining the CRAB process.

8.6.2.21 **Hazard / Root Cause.** There are five data elements available for identified root cause / hazards. Each element should have an associated corrective action. There are two situations that would require multiple lines. One is having a short term solution to a hazard / root cause and a long term (or permanent) solution. In this scenario, you would have two lines with the same hazard / root cause but different actions and completion dates. The other scenario would be a write-up that has several hazards / root causes involved. This would require filling in several hazard / root cause lines and the associated corrective actions, completion dates, etc. There are five elements in the database. If you find a need to list more than five hazards or corrective action steps, please contact the HQ DCMA-AO Deputy Director of Safety for guidance and/or change to the Database Structure.

8.6.2.22 **Corrective Action.** The action that is to be taken to mitigate or remove the hazard / root cause in this line. If multiple definable actions are to

be taken for a given hazard, repeat the hazard / root cause in the next line and add the next action.

8.6.2.23 Expected Completion. Date the corrective action is expected to be completed (or established if a process change). Format is DD MMM YY.

8.6.2.24 Residual RAC. This is the Risk Assessment Code that the APT feels will be reached based on the [Risk Assessment Code Matrix in Attachment 8, Tab 1](#) if the stated corrective actions are completed. This should be a code of '4 – Green' for the last hazard / root cause line listed in the plan. Not all actions will necessarily be a code of '4 – Green'. For example, if the initial RAC is a '2 – Orange' and you have identified a two step mitigation plan, you may have a residual RAC of '3 – Yellow' after the first action is complete and a residual RAC of '4 – Green' after the second step (or long term solution) is completed. On a rare exception, you may only be able to mitigate the risk to an elevated rating, i.e. from a RAC 2 to a RAC 3. In this case, you now have accepted an elevated risk and must fully justify this acceptance in the comments section and be able to articulate that justification to the CRAB.

8.6.2.25 Resources Required. This field is for the APT and/or CMO Commander to request resources or help from higher authority to complete the corrective action. For example, if the hazard / root cause is that a contractor does not have an AFFF sprinkler system in a hangar but is in compliance as the contract is written, the contractor (through the APT), may state that more resources are required to mitigate the risk. Note: This is also a type of situation where you may have an 'accepted elevated risk'. Once justified to the CRAB, the CAP can still be closed.

8.6.2.26 Agent Responsible. This is the entity that is responsible for completing the corrective action. From the AOI Detailed Report, each finding will be identified as Contractor Only, Government Only, or Contractor and Government. It is up to the APT, when drafting the Corrective Action Plan, to determine which level of the Government is the action agent. Note: more than one agent can be checked.

8.6.2.27 Actual Completion. The date on which the corrective action was actually completed or the process change was effective and verified. Format is DD MMM YY.

8.6.2.28 Comments. This element is available for administrative remarks for the given action line. This can also be used for progress updates to the action. For example, if the expected completion was 60 days out and was defined as complete when re-inspected. A comment at 30 days could note that the action taken was tracking as expected or not. Comments keep the chain of command informed of ongoing risk mitigation efforts. A comment

shall be required if the final action is accepting an elevated risk. The justification for this acceptance must be explained as a comment.

8.6.2.29 Change Log. Due to the nature of the database, there is no way to track changes when a record is updated via editing. Therefore, in order to identify those hazards / root causes and/or corrective actions that were changed when a revision to the plan occurs, a summary of the revision (what changed) shall be entered here so those in the approval chain understand the changes. Also, when the approving official approves the new plan, he/she should note in the change log when the original approval was made. For example, the corrective action was to hire a new FOD manager. The expected completion date was 01 May 07. The plan was approved and reviewed all the way up through the Exec Dir with his review date of 23 Mar 07. Now the hiring was delayed due to a company strike and a subsequent new union contract. The new expected completion for this hiring is now by 30 Jun 07. The plan is revised on 16 Apr 07. So now, the change log should contain a statement from the person doing the revision that states that the original expected completion date was changed from the original date of 01 May 07. Each approver and reviewer should then approve the new CAP revision by changing their approval date in that field and add a line to the change log that states 'Exec Dir AO original plan reviewed 23 Mar 07'. When briefed at the CRAB, this will enable everyone to fully understand the history of the risk mitigation efforts in the CAP.

8.6.2.30 Data Tags. The other fields you will see on the record are automatically captured by the system. These are 'Created By', 'Created On', 'Last Modified By', and 'Last Modified On'. These allow the reviewer to quickly see who last touched the record and how far after the Risk Identified Date, the plan was created.

8.6.2.31 Saving the Record. At the bottom of the input form there is a button that should say 'Save'. When you are done creating or editing the document, this is how you must save your changes. Note: If you see a button marked 'Delete', DO NOT USE THIS and notify the Performance Advocate for the ALPC, currently the DCMA-AO Deputy Director of Safety as that feature is reserved for the database administration team only.

8.6.3 Editing. Once a CAP is created, it can be edited by opening the record from the record listing and clicking on the 'Edit' button. Each field may be edited IAW with the preceding checklist. The 'Save' button must be used to save all changes and be sure to annotate the change log if editing anything other than initial approval.

8.6.4 Deleting. The CAP should only be deleted by the Performance Advocate or Database Administrator. Due to the desire for historical data, this should only be done if duplicate records are created or a record is created in

error. In either case, the administrator will confirm the deletion requirement with the CMO POC prior to deletion.

8.7 **CMO Risk Advisory Board (CRAB)**

8.7.1 **CRAB Membership**

8.7.1.1 **Chairman.** The Executive Director of Aircraft Operations will chair the board and appoint members to the board from the DCMA-AO staff in writing.

8.7.1.2 **Division Membership.** The division directors are responsible for briefing the Corrective Action Plans (CAPs) for their division to the board. This may be delegated to the division director of aircraft operations. The Directors may invite anyone to attend the VTC that they feel is necessary to ensure that all CAPs are clearly represented.

8.8 **CRAB Process**

8.8.1 **Frequency.** The CRAB will meet via VTC on a quarterly basis (usually the third week of the first month in the quarter).

8.8.2 **Presentation.** The CRAB will review the CAPs using the CAP Database live. All information should be in each CAP record. There is no requirement to build PowerPoint slides on a quarterly basis.

8.8.3 **Scoring Criteria.** The goal of the CRAB is to measure the timeliness and effectiveness of the risk mitigation across the Enterprise. [Figure 5](#) shows the scoring criteria for each plan. Once all plans are scored, the average will be entered into Metrics Manager. The CRAB formally scores timeliness based on plan approval timeline, number of revisions, and completion times, while assessing effectiveness less formally by closing the records or leaving them open if research/questions are required.

8.8.4 **The Board.** The Indicator Owner is responsible for scheduling the VTC. The indicator owner is also responsible for ensuring that the CAP Database is on-line and sorted by Division and CMO prior to beginning the board. The division directors (or their delegates) will discuss/brief each CAP in turn, the board will score the CAP and the advocate will record the score and go to the next record. If all actions are deemed complete, the indicator owner will also record the completion and close the record following the completion of the board. All CAPs will remain open until reviewed by the CRAB. Once closed, the records will remain in the database as historical records but will not be reviewed again. Some CAPs may remain open for more than one CRAB cycle based on timing

and/or length of plan. Note: GREEN discrepancies in the CAP Database may be closed at any time by the Division DAO.

- Attachment 1: [Definitions](#)
- Attachment 2: [Acronyms](#)
- Attachment 3: [DCMA-AO Point of Contacts](#)
- Attachment 4: [Cognizant Service Safety Official \(CSSO\) List](#)
- Attachment 5: [DCMA Aircraft Mishap Report Format](#)
-http://guidebook.dcmamil/228/DCMA_AO_Mishap_Report.pdf
- Attachment 6: GFR OJT Guide
-http://guidebook.dcmamil/228/A6_GFR_OJT_Guide_2010.doc
- Attachment 7: AMM OJT Guide
-http://guidebook.dcmamil/228/A7_AMM_OJT_Guide_2010.doc
- Attachment 8: AOI Tabs
-http://guidebook.dcmamil/228/A8_AOI_Tabs_2010.doc
- Attachment 9: CRAB Tabs
-http://guidebook.dcmamil/228/A9_CAP_CRAB_Tabs_2010.doc
- Attachment 10: Changes
-http://guidebook.dcmamil/228/A10_Changes_2010.doc

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Attachment 1

OPR: HQ DCMA-AO Policy & Training	Pages: 6

Definitions (as used in this Instruction)

A1.1. **Aircraft:** Defined IAW [DFARS 252.228-7001](#) (The Ground and Flight Risk Clause). Aircraft sub-categories (below) are from the Joint Instruction.

A1.1.1. **Aircraft Basic Mission (Class/Type).** Identifies the primary function and capability of an aerospace vehicle (e.g., Attack, Fighter, Helicopter, Patrol, Transport, Trainer). Aircraft Basic Mission is represented by a letter of the alphabet (e.g., Fighter (F-16); Transport (C-135); Trainer (T-38); Bomber (B-1)).

A1.1.2. **Aircraft Modified Mission.** Identifies modifications to the Basic Mission of an aircraft. The modified mission identification appears to the left of the Basic Mission symbol (e.g., reconnaissance (RF-4C); tanker (KC-135R); cargo (CH-47D), anti-submarine (SH-60B).

A1.1.3. **Aircraft Design (Model).** Identifies major changes within the same Basic Mission. Design numbers appear to the right of the Basic Mission symbol, separated by a dash (e.g., F-18; H-60; C-17).

A1.1.4. **Aircraft Series.** Identifies the production model of a particular design number representing major modifications significantly altering systems components. Consecutive series symbols appear to the immediate right of the design number (e.g., the F-16A and F-16C, the KC-135A and KC-135R, the AH-64A and AH-64D).

A1.2. **Aircraft Event.** Incidents deemed important enough to trend for mishap prevention despite the fact they do not meet mishap-reporting criteria. If reportable damage or injury occurs, the event shall be reported as a mishap under the appropriate mishap class. This includes all events whether "Intent for Flight" is established or not.

A1.3. **Aircraft Mishap.** An unplanned event or series of events directly involving a DoD aircraft that results in reportable damage to the DoD aircraft and/or reportable damage to any property (DoD or non-DoD), injury (DoD personnel), illness (DoD personnel) or death (DoD/Non-DoD personnel). Aircraft mishaps are categorized as either Flight, Flight-Related or Ground.

A1.3.1. **Aircraft Flight Mishap.** An aircraft mishap resulting in reportable damage (\$50,000 or greater) to a DoD aircraft when flight or "Intent for Flight" exists. Industrial, explosives, chemical agent, or missile events that cause damage to a DoD aircraft with "Intent for Flight" are categorized as Flight mishaps to avoid dual reporting.

- A1.3.2. **Aircraft Flight-Related Mishap.** An aircraft mishap where flight or "Intent for Flight" exists, no reportable damage (<\$50,000) occurs to the DoD aircraft, and the mishap involves a reportable fatality, injury, or property damage.
- A1.3.3. **Aircraft Ground Mishap.** An aircraft mishap where no "Intent for Flight" exists and a fatality, injury to DoD personnel, or reportable damage to a DoD aircraft and/or DoD/non-DoD property occurs.
- A1.4. **Aircraft Operations Personnel.** This term refers to all DCMA flight personnel, GFRs, AMMs, GGFRs, and all personnel listed in [Attachment 3](#). Other DCMA personnel directly associated with DCMA aircraft operations include applicable CMO commanders and CSSs/CSMs/QASs/QARs/PAs on APTs.
- A1.5. **Aviation Personnel** (also known as souls on board).
- A1.5.1. **Crewmember.** Any instructor/flight examiner, pilot, copilot, Naval Aviator, Naval Flight Officer (NFO), flight engineer, navigator, weapons system operator, bombardier navigator, radar intercept operator, boom operator, crew chief, loadmaster, defensive/offensive system operator, and other flight manual or applicable document handbook identified crewmember required to perform the flying mission.
- A1.5.2. **Non-crewmember.** Personnel, other than crewmembers, designated by the Contractor's Requesting Official to perform a function while the aircraft is in flight.
- A1.5.3. **Supervisory Flight Personnel.** Those personnel authorized to perform supervisory observations: DCMA Director of Aircraft Operations, DCMA Aircraft Operations Officers, Division DAOs and Aircraft Operations Officers, CMO Commanders, CFOs, DCMA Director, and Division Directors/Commander.
- A1.5.4. **Passenger.** Any personnel flying on a DCMA administered contract aircraft not meeting the criteria from A1.5.1, A1.5.2, or A1.5.3
- A1.6. **Check Flights.** Flights to determine compliance with contractual requirements or air worthiness, such as Acceptance Check Flights (ACFs) and Functional Check Flights (FCFs), which include:
- A1.6.1. Any flight performed to accept, or functionally check new aircraft production.
- A1.6.2. Any flight performed to accept, or functionally check accomplishment of depot maintenance, contract maintenance, or modification.
- A1.6.3. Any flight performed to determine whether an aircraft or its various components are functioning according to predetermined specifications when subjected to the flight environment.
- A1.7. **Cognizant Official.** That DCMA individual either making the initial report or acting as the DCMA POC for information regarding the mishap. This can be either someone from Aircraft Operations or a Contract Safety Specialist.

- A1.8. **Cognizant Service Safety Office (CSSO).** The [CSSO](#) is the Service safety office that has primary responsibility for mishap investigation and reporting on a specific aircraft and contract (Example: Tinker AFB Flight Safety is the CSSO for all KC-135 aircraft while those aircraft are Air Force Materiel Command assets under contract for major modification or PDM.).
- A1.9. **CMO Risk Advisory Board (CRAB).** A board formed by DCMA-AO to conduct a reviews of all active Corrective Action Plans (CAPs).
- A1.10. **Convening Authority.** This is the owning Service commander who appoints the safety investigation board or single investigating officer.
- A1.11. **Corrective Action Plan (CAP).** A set of actions taken to mitigate or remove hazards and/or their causes (known as root causes) associated with an identified elevated risk described in a write-up. These write-ups may be formal (AOIs, Annual Surveys, etc) or informal (based on a monthly spot check, trend analysis, etc.).
- A1.12. **Corrective Action Request (CAR).** A progressive written reporting process used to describe deficiencies that result from noncompliance to contractual requirements.
- A1.13. **Department of Defense (DoD) Aircraft.** All weight-carrying devices supported in flight by buoyancy or dynamic action and are owned or leased by the DoD Components. Includes aircraft that are operated and exclusively controlled by a DoD Component. Includes aircraft furnished by the Government or on bailment to a non-DoD organization for modification, maintenance, repair, test, contract training, or experimental project for a DoD Component, when the Government has assumed ground and flight risk. Includes aircraft under test by a DoD Component. (This includes aircraft furnished by a contractor or another Government Agency when operated by a DoD aircrew in official status and a DD Form 250, "*Material Inspection and receiving Report*," has been executed to certify that the Department of Defense has accepted the aircraft.) Includes isolated aircraft parts that have been identified for installation on a specific DoD aircraft. May exclude aircraft leased, on bailment, or loaned to contractors, commercial airlines, other Government Agencies, or foreign Governments, when the lessee has assumed risk of loss, based on the wording of the lease/bailment agreement (see [Public Law 105-137 Aviation Insurance Reauthorization Act of 1997](#)). Excludes civil aircraft owned by civil operators and accomplishing contract air missions for DoD Components.
- A1.14. **[DFARS Subpart 228.370, Additional Clauses](#).** Under DFARS Part 228, Bonds, DFARS Subpart 228.370 directs when to use the Ground and Flight Risk Clause or Aircraft Flight Risk Clause on aircraft contracts.
- A1.15. **[DFARS 252.228-7001, The Ground and Flight Risk Clause](#).** Delineates the terms and conditions upon which the Government assumes the risk of loss for aircraft on fixed priced aircraft contracts (normally).
- A1.16. **[DFARS 252.228-7002, The Aircraft Flight Risk Clause](#).** Delineates the terms and conditions upon which the Government assumes the risk of loss for aircraft on cost reimbursement aircraft contracts.

- A1.17. **DoD Mishap.** An unplanned event or series of events that results in damage to DoD property, injury/occupational illness to DoD military or civilian personnel, damage to public/private property, or injury/illness to non-DoD personnel caused by DoD operations. DoD Mishaps that do not involve DCMA or contractor operations are not reported using this instruction, however other reporting requirements (OPREPs) may apply.
- A1.18. **DoD Personnel.** For the purposes of injury determination/mishap classification, this consists of on- or off-duty active duty (including Reservists on active duty) DoD military personnel, and on-duty DoD civilian personnel, including foreign nationals attached to the DoD.
- A1.19. **Facility Data Sheet.** A concise record of important information relating to a specific aviation contractor and work site.
- A1.20. **FOR OFFICIAL USE ONLY (FOUO).** Information that has not been given a security classification under the criteria of an Executive Order, but that may be withheld from the public for one or more of the reasons. FOUO is not authorized as a weak form of classification to protect U.S. National security interests. Notification correspondence generated as a result of this instruction shall be designated FOUO.
- A1.21. **High Accident Potential (HAP).** Significant aircraft, missile, space, explosives, miscellaneous air operations, or ground occurrences with a high potential for causing injury, occupational illness, or damage if they recur. These events do not have reportable mishap costs.
- A1.22. **Injury.** Traumatic bodily harm received while involved with DoD aircraft that results in permanent or partial disability or at least one lost workday (not including the day of the injury). Any injury to DoD personnel sustained as the result of an aircraft incident, even if it does not meet this definition, shall be immediately reported to the DCMA Division DAO.
- A1.23. **Intent For Flight.** Intent for flight is considered to exist when aircraft or UAV brakes are released and/or takeoff power is applied for commencing an authorized flight. For catapult-assisted takeoffs, flight begins at first motion of the catapult after the pilot has indicated readiness for launch. Intent for flight continues until either the fixed-wing aircraft taxis clear of the runway or, for helicopters and/or vertical takeoff and landing aircraft, the aircraft has alighted and the aircraft weight is supported by the landing gear. Intent for flight is a prerequisite for classification of a DoD aircraft mishap as a Flight mishap or Flight-Related mishap.
- A1.24. **Mishap Classifications.** Mishaps are classified according to the severity of resulting injury, occupational illness, or property damage. The criteria for classifying mishaps can be found in [DoDI 6055.7, Mishap Investigation, Reporting, and Recordkeeping](#). Specific mishap classes are listed below.
- A1.24.1. **Class A Mishap.** A mishap resulting in one or more of the following:
- A1.24.1.1. Total mishap cost of \$2,000,000 or more
 - A1.24.1.2. A fatality or permanent total disability

A1.24.1.3. Destruction of a DoD aircraft

A1.24.2. **Class B Mishap.** A mishap resulting in one or more of the following:

A1.24.2.1. Total mishap cost of \$500,000 or more, but less than \$2,000,000

A1.24.2.2. A permanent partial disability

A1.24.2.3. Inpatient hospitalization of three or more personnel

A1.24.3. **Class C Mishap.** A mishap resulting in one or more of the following:

A1.24.3.1. Reportable damage costs exceeding \$50,000, but less than \$500,000

A1.24.3.2. An injury resulting in a lost workday case involving 8 hours or more away from work beyond the day or shift on which it occurred; or occupational illness that causes loss of time from work at any time.

A1.24.3.3. Any occupational injury or illness resulting in permanent change of job.

A1.25. **Positive Tool Control.** Any method of tool control that ensures all tools used in and around the aircraft can be accounted for, and all tools taken on board the aircraft are taken off at the end of the specific task or at the end of the shift whichever occurs first.

A1.26. **Privileged**—This refers to information that is exempt by statute or case law from disclosure outside of the safety community. The Services treat this information confidentially to ensure commanders quickly obtain accurate mishap information. Privileged information includes:

A1.26.1. Findings, conclusions, causes, recommendations, and the deliberative process of the Safety Investigation Board (SIB) or single investigation officer.

A1.26.2. Statements or testimony given to the SIB pursuant to a promise of confidentiality.

A1.26.3. Drafts indicating SIB analysis and conclusions.

A1.26.4. Computer generated videotape animations, simulations, or simulator reenactments in which the SIB's analysis is incorporated into simulation.

A1.26.5. Photographs, films, and videotapes that are staged, reconstructed, or simulated reenactments of possible or probable scenarios developed by or for the SIB.

A1.26.6. Diagrams and other exhibits that depict the SIB's analytical process.

A1.26.7. Life Science Materials that contain the analysis of the Life Science SIB member.

A1.26.8. Any information obtained from a contractor who built, designed, or maintained equipment in a mishap, which information was provided pursuant to a promise of confidentiality.

NOTE: Only personnel conducting a Service sponsored Safety Investigation Board (SIB), who have completed a Service Aviation Safety Officer's/Flight Safety Officer's course and have been appointed an Investigating Officer (IO) by the CSSO or DCMA-AO can invoke a promise of confidentiality.

A1.27. **Safety Investigation Board (SIB).** A board formed with trained personnel for the purpose of conducting a safety investigation. Safety Investigations are conducted to find causes of mishaps in order to take preventive actions. These boards are called SIBs in the Air Force, Accident Investigation Boards (AIBs) in the Army, and Aviation Mishap Boards (AMBs) in the Navy.

A1.28. **Signature.** Formal acknowledgement that the signee concurs with the document or acknowledges the contents of the document. DCMA recognizes either an actual signed or a digitally signed document.

A1.29. **Training.**

A1.29.1. **Initial Qualification Training.** Training necessary to initially certify aircrew personnel as qualified aircrew members in a weapon system.

A1.29.2. **Mission Qualification Training.** Training necessary to certify aircrew personnel as qualified to perform the DCMA FCF/ACF mission in their respective aircrew position.

A1.29.3. **Requalification Training.** Training necessary to requalify previously qualified aircrew personnel in their respective aircrew position or mission duty.

A1.29.4. **Semiannual Training Period.** A 6-month period in which continuation training requirements are performed.

A1.30. **Operational Risk Management (ORM).** An analytical tool for identifying hazards, assessing risks, and implementing controls to reduce the risk associated with any operation.

A1.31. **Rated Officer.** Army pilots, Air Force pilots and navigators, and Navy/Marine Corps pilots and NFOs.

A1.32. **Technical Directive (TD).** A document authorized and issued by the owning Service to provide technical information necessary to properly and systematically inspect or alter the configuration of aircraft, engines, systems or equipment, subsequent to the establishment of each respective baseline configuration. TDs include all types of changes and bulletins.

A1.33. **The Tri-Service Agreement.** [The Tri-Service Agreement on Policy and Procedures for Support/Accomplishment of Flight Test and Acceptance, Flight Operations, and Flight Safety](#), is the basic agreement between the Services and the Defense Contract Management Agency (DCMA) on how DCMA will conduct military flight operations. It directs DCMA to publish a flight management instruction

detailing responsibilities and procedures in the areas of aviation general provisions, flight operations, flight rules, aircrew requirements, training, aviation safety, and standardization.

Attachment 2

OPR: HQ DCMA-AO Policy & Training	Pages: 5

Glossary of Acronyms (as used in this Instruction)

ACO	Administrative Contracting Officer
ACF	Acceptance Check Flight
ACGIH	American Conference of Industrial Hygienists
AFMC/A3V	Air Force Material Command, Standardization and Evaluation
AFRC	Aircraft Flight Risk Clause
AMM	Aviation Maintenance Manager
AMMT	Aviation Maintenance Management Team (U.S. Navy)
ANSI	American National Standards Institute
AO	Aircraft Operations
AOI	Aircraft Operations Inspection
AOTS	Aircraft Operations Training Seminar
API	Aircrew Position Indicator
APT	Aviation Program Team
APU	Auxiliary Power Unit
AR	Army Regulation
ARFF	Aircraft Rescue and Fire Fighting
ASO	Aviation Safety Officer
ATC	Air Traffic Control
BASH	Bird Aircraft Strike Hazard
CAD	Cartridge Activated Device
CAP	Corrective Action Plan
CAR	Corrective Action Request
CAS	Contract Administration Services
CFT	Contractor Field Team
CFO	Chief of Flight Operations

CFR	Code of Federal Regulations
CGQ	Compressed Gas Association
CMO	Contract Management Office
CRAB	CMO Risk Advisory Board
CSI	Critical Safety Item
CSM	Contract Safety Manager
CSO	Combat Systems Officer
CSS	Contract Safety Specialist
CSSO	Cognizant Service Safety Official
DCIS	Defense Criminal Investigative Service
DCMA	Defense Contract Management Agency
DCMAA	DCMA Aeronautical Division
DCMAI	DCMA International Division
DCMAS	DCMA Special Programs Division
DCMA-AO	DCMA Aircraft Operations Directorate
DES	Directorate of Evaluation and Standardization (U.S. Army)
DFARS	Defense Federal Acquisition Regulation Supplement
DIFDEN	Duty in a flying status not involving flying.
DIFOPS	Duty Involving Flying-Operation
DLAI	Defense Logistics Agency Instruction
DLAM	Defense Logistics Agency Manual
DNIF	Duty Not Involving Flying
DoD	Department of Defense
DoDD	Department of Defense Directive
DoDI	Department of Defense Instruction
DSS	Defense Security Service
DTS	Defense Travel System
EPA	Environmental Protection Agency
ETA	Estimated Time of Arrival
ETE	Estimated Time Enroute
EWO	Electronic Warfare Officer
FAA	Federal Aviation Administration

FAR	Federal Acquisition Regulation
FAST	Flexible Acquisition and Sustainment Tool
FBO	Fixed Base Operator
FCF	Functional Check Flight
FCIF	Flight Crew Information File
FLIP	Flight Information Publication
FOD	Foreign Object Damage/Debris
FOP	Flight Operations Procedures
FOUO	For Official Use Only
FRS	Fleet Replacement Squadron
GFE	Government Furnished Equipment
GFP	Government Furnished Property
GFR	Government Flight Representative
GFRC	Ground and Flight Risk Clause
GGFR	Ground Government Flight Representative
GOPs	Ground Operations Procedures
GSE	Ground Support Equipment
HAP	High Accident Potential
HAZMAT	Hazardous Materials
HQ	Headquarters
IAW	In Accordance With
IFR	Instrument Flight Rules
IMA	Individual Mobility Augmentee
IMC	Instrument Meteorological Conditions
LDD	Loss, Damage/Destruction
LOA	Letter of Agreement
LoA	Letter of Appointment
LoD	Letter of Delegation
LOP	Local Operating Procedures
MACA	Mid-Air Collision Avoidance
MEGP	Mission Essential Ground Personnel
MOA	Memorandum of Agreement

NAFPI	National Aerospace FOD Prevention, Inc.
NATOPS	Naval Air Training and Operating Procedures Standardization
NCO	Non-Commissioned Officer
NDI	Non Destructive Inspections
NDT	Non Destructive Testing
NFO	Naval Flight Officer
NFPA	National Fire Protection Association
NICAD	Nickel Cadmium
NLT	No Later Than
NOTAM	Notice to Airmen
OJT	On the Job Training
OPR	Office of Primary Responsibility
OPREP	Operational Reporting
ORM	Operational Risk Management
OSHA	Occupational Safety and Health Administration
PA	Product Assurance
PA	Property Administrator
PCO	Procuring Contracting Officer
PDA	Personal Digital Assistant
PIC	Pilot In Command
PLAS	Performance Labor Accounting System
POC	Point of Contact
POV	Privately Operated Vehicle
PPE	Personal Protection Equipment
PQDR	Product Quality Deficiency Report
QA	Quality Assurance
QALI	Quality Assurance Letter of Instruction
QAR	Quality Assurance Representative
QAS	Quality Assurance Specialist
R2	Rapid Response (Contract)
RAC	Risk Assessment Code
ROA	Remotely Operated Aircraft (AKA UAV)

RPA	Remotely Piloted Aircraft (AKA UAV)
R&R	Remove and Replace
SAV	Staff Assistance Visit
SCA	Secondary Contract Administration
SLT	Senior Leadership Team
SOF	Safety of Flight
SPO	System Program Office
TCTO	Time Compliance Technical Order
TD	Technical Directive
TDA	Table of Distribution and Allowances
TDY/TAD	Temporary Duty
TLV	Threshold Limit Values
T.O.	Technical Order
UAS	Remotely Piloted Aircraft System (AKA UAV)
UAV	Unmanned Aerospace Vehicles (AKA ROA, RPA, and UAS)
VFR	Visual Flight Rules
VMC	Visual Meteorological Conditions

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Attachment 3

OPR: HQ DCMA-AO Policy & Training	Pages: 2

DCMA-AO Point of Contacts

NOTE: Consult the web for the most current list.

Executive Director

CAPT Mark Feallock, 703-428-1312, DSN 328-1312, mark.feallock@dcma.mil

Deputy Director

Jim Broadway, 703-428-1307, DSN 328-1307, james.broadway@dcma.mil

Executive Officer

Lt Col Rick Lee, 703-428-1330, DSN 328-1330, richard.lee@dcma.mil

Safety

Lt Col Doug Sabo, Director/Chief of Safety, 703-428-1309, DSN 328-1309,
douglas.sabo@dcma.mil

LCDR Michael Fludovich, Flight Safety, 703-428-7602, DSN 328-7602,
michael.fludovich@dcma.mil

CMO Support

Major Chris Mills, Army Desk, 703-428-1310, DSN 328-1310, james.c.mills@dcma.mil

Major Mike Lee, Air Force Desk, 703-428-7576, DSN 328-7576, michael.lee@dcma.mil

LCDR John Giuseppe, Navy Desk, reporting December 2009, john.giuseppe@dcma.mil

Kevin Verdon, Enlisted Desk, 703-428-0884, DSN 328-0884, Kevin.verdon@dcma.mil

Risk Assessment and Standardization

Mike (T9) Tluchowski, Risk Assessment Director, 703-428-1314, DSN 328-1314,
mike.tluchowski@dcma.mil

Major Chris Mills, Chief of Stan Eval, 703-428-1310, DSN 328-1310,
james.c.mills@dcma.mil

Kevin Verdon, Superintendent of Stan Eval, 703-428-0884, DSN 328-0884,
Kevin.verdon@dcma.mil

Darius Baczewski, reporting 2010, Risk Assessment Aviation Maintenance Specialist,
Darius.Baczewski@dcma.mil

Policy & Training (GFR)

John Heib, Director, 703-428-1313, DSN 328-1313, john.heib@dcma.mil

Policy & Training (Senior AMM)/Civilian Training Coordinator

Ron Cunningham, Director, Ground Operations, 703-428-0843, DSN 328-0843,
ronald.cunningham@dcma.mil

Budget

Bill Lock, 703-428-1311, DSN 328-1311, william.lock@dcma.mil

Aeronautical Division

Vacant, DAO

Lt Col Scott Saunders, Deputy DAO, 703-428-7604, DSN 328-7604,
scott.saunders@dcma.mil

Major John Koeninger, 617-753-3639, DSN 955-3639, john.koeninger@dcma.mil

SFC Jerry Damron, CFT AMM, 937-656-3098, DSN 986-3098, jerry.damron@dcma.mil

Scott Burnett, CFT AMM, 937-257-5955, DSN 787-5955, scott.burnett@dcma.mil

International

Vacant, DAO

SMSgt Rand Kuenzi, Senior AMM, 703-428-1805, DSN 328-1805,
randall.kuenzi@dcma.mil

Special Programs

Lt Col Kevin Hampshire, DAO, 703-428-1869, DSN 328-1869,
kevin.hampshire@dcma.mil

John Husak, Deputy DAO, 254-867-2122, john.r.husak@dcma.mil

SMSgt Ronnie Phillips, Senior AMM, 703-428-7775, DSN 328-7775,
ronnie.phillips@dcma.mil

Attachment 4

OPR: HQ DCMA-AO Safety	Pages: 1

Cognizant Service Safety Official (CSSO) List

NOTE: Consult the web for the most current list.

ARMY: (All)

Mr. Butch Wootten, AMC Aviation Safety Manager: 256-450-9077,
doyle.wootten@us.army.mil

Mr. John Manfre, AMC Safety Director: 703-629-2795,
john.manfre@us.army.mil

Mr. Randall Rushing, AMCOM Aviation Safety Officer: 256-842-3251,
randall.rushing@us.army.mil

Mr. Bryan Lorge, AMCOM Operational Safety Division Officer: 256-842-8622,
bryan.lorge@us.army.mil

NAVY: (All)

CDR Art Stiffel, NAVAIR Safety Director: 301-757-2242 or DSN 342-2242,
arthur.stiffel@navy.mil

Mr. Doug Pearce, NAVAIR Aviation Safety: 301-757-2246 or DSN 342-2246,
douglas.pearce@navy.mil

AIR FORCE:

Most DCMA work will flow through AFMC Safety. Please make initial contact with the Material Safety Program Office (88 ABW/SE): Email 88 AWB/SE Workflow mailbox (asc.se.workflow@wpafb.af.mil). This mailbox is monitored during duty hours, M-F 0730-1630 EDT.

-- During Duty Hours: Call 937-904-0888 or DSN 674-0888.

-- After Duty Hours (to include weekends and holidays): Call the AFMC Command Post at 937-257-6314 or DSN 787-6314 and request the on-call Safety Representative.

Lt Col D. Scott Ormsby, Chief of Safety: 937-904-0888 or DSN 674-0888,
daniel.ormsby@wpafb.af.mil

Mr. Richard Burton, Ground Safety/Acting Chief: 937-904-0888 or DSN 674-0888,
richard.burton@wpafb.af.mil

Maj George Lansberry, Flight Safety: 937-904-3383 or DSN 674-3383,
george.lansberry@wpafb.af.mil

Mr. Randy Russell, Weapons Safety: 937-904-0487 or DSN 674-0487,
randy.russell@wpafb.af.mil

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NARRATIVE: (This is a brief description of mishap. Answer as applicable: What is known about the operations being conducted up until and immediately following the incident? Was the aircraft under [GFRC/AFRC](#)? Contractor/DCMA/TDY Service aircrew, or mixed crew. Flight profile. Who approved the flight? How many personnel were on board, or how many personnel were conducting the operations? Who was in charge during the operation? If this is known at this time, were they following Procedures?)

DAMAGE: (What items were damaged? What is the extent of the damage (destroyed/reparable)? Include a best guess rough cost estimate of the damage.)

OTHER SIGNIFICANT INFORMATION: (Type of investigation: Service or Contractor. Effect on the program (e.g. Mishap expected to delay delivery X days.)

SUBMIT VIA EMAIL

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Attachment 6

NOTICE: This document is available digitally on the DCMA website at:
http://guidebook.dcma.mil/228/A6_GFR_OJT_Guide_2010.doc

OPR: HQ DCMA-AO Policy & Training	Pages: 8

Attachment 7

NOTICE: This document is available digitally on the DCMA website at:
http://guidebook.dcma.mil/228/A7_AMM_OJT_Guide_2010.doc

OPR: HQ DCMA-AO Policy & Training	Pages: 8

Attachment 8

NOTICE: This document is available digitally on the DCMA website at:
http://guidebook.dcma.mil/228/A8_AOI_Tabs_2010.doc

OPR: HQ DCMA-AO Risk Assessment	Pages: 14

Attachment 9

NOTICE: This document is available digitally on the DCMA website at:
http://guidebook.dcma.mil/228/A9_CAP_CRAB_Tabs_2010.doc

OPR: HQ DCMA-AO Safety	Pages: 5

Attachment 10

Changes

NOTICE: This document is available digitally on the DCMA website at:
http://guidebook.dcma.mil/228/A10_Changes_2010.doc

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