



DEPARTMENT OF DEFENSE  
Defense Contract Management Agency

## IMMEDIATE POLICY CHANGE

### Aircraft Operations

Aircraft Operations  
OPR: DCMA-AOP

DCMA-INST 8210.2 (IPC-2)  
February 11, 2016

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- 1. POLICY.** This Immediate Policy Change (IPC) implements changes to DCMA-INST 8210.2 (IPC-1), "Aircraft Operations," January 27, 2015.
- 2. PURPOSE.** This IPC increases the emergency procedures simulator training requirements.
- 3. APPLICABILITY.** This IPC applies to all DCMA acceptance flight crews with compatible simulators for the type of aircraft being flown.
- 4. BACKGROUND.** This IPC is in response to the analysis, findings and overall recommendations of a recent safety investigation.
- 5. NEW GUIDANCE.** Change paragraph 4.13.3 to read:

4.13.3. **Simulators.** When aircraft flight simulators exist for the type of aircraft being flown, crewmembers shall complete emergency procedures simulator training *at least once every 4 months*. The duration ~~and periodicity~~ of the training sessions shall be commensurate with Service requirements.
- 6. RELEASABILITY – UNLIMITED.** This IPC is approved for public release.
- 7. EFFECTIVE DATE.** By order of the Director, DCMA, this IPC is effective immediately and shall remain in effect until rescinded, superseded, or incorporated in a DCMA policy, whichever is sooner.

A handwritten signature in black ink, appearing to read "JEFFREY J. CARTY".

JEFFREY J. CARTY  
CAPT USN  
Executive Director, Aircraft Operations



DEPARTMENT OF DEFENSE  
Defense Contract Management Agency

**INSTRUCTION**  
**Immediate Policy Change**

**Aircraft Operations**

**Aircraft Operations**  
**OPR: DCMA-AOP**

**DCMA-INST 8210-2 (IPC-1)**  
**January 27, 2015**

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***SUMMARY OF CHANGES. This Immediate Policy Change (IPC) moves process guidance out of Chapters 7 and 8 into Attachments 7 and 8 respectively, and addresses Secondary Contract Administration delegations, supervisory flights and risk management changes.***

**1. PURPOSE.** This Instruction:

- a. Establishes responsibilities and procedures for DCMA personnel where DCMA has been delegated responsibility for surveillance of aircraft operations.
- b. Supersedes all previous versions of DCMA Instruction 8210.2.
- c. Is not subject to any other DCMA waiver process except as contained herein.
- d. Encompasses the requirements found in [The Tri-Service Agreement](#).

**2. APPLICABILITY.** This Instruction applies to all DCMA personnel assigned to Aircraft Operations HQ or Division staffs, or performing aircraft operations functions described in this Instruction and [DCMA INST 8210.1 \(Series\)](#), or performing the following Federal Acquisition Regulation (FAR) Subpart 42.302 Contract Administration Services (CAS) functions:

- a. For DCMA aircrews performing acceptance check flights (ACFs) or functional check flights (FCFs) – [FAR Subpart 42.302](#) (a) (38) *Ensure contractor compliance with contractual quality assurance requirements.*
- b. For DCMA Quality Assurance Representatives (QARs) or Quality Assurance Specialists (QASs) as part of an Aviation Program Team (APT) – [FAR Subpart 42.302](#) (a) (38) *Ensure contractor compliance with contractual quality assurance requirements.*
- c. For Contract Safety Managers and Specialists performing APT duties – [FAR Subpart 42.302](#) (a) (39) *Ensure contractor compliance with contractual safety requirements.*
- d. For Government Flight Representatives (GFRs), Ground GFRS (GGFRs), and Government Ground Representatives (GGRs) – [FAR Subpart 42.302](#) (a) (56) *Maintain surveillance of flight operations.*

This Instruction is not applicable to Service personnel. Nothing in this Instruction levies additional requirements on contractors/suppliers. Note: The terms “contractor and subcontractor” are used interchangeably with the terms “supplier and sub-tier supplier” throughout this document.

**3. MANAGERS’ INTERNAL CONTROL PROGRAM.** In accordance with the Managers’ Internal Control Program (~~Reference (b)~~), this Instruction is subject to evaluation and testing. The process flow is located at:  
[http://guidebook.dcmamil/228/Aircraft\\_Operations\\_Process\\_Flowcharts.pptx](http://guidebook.dcmamil/228/Aircraft_Operations_Process_Flowcharts.pptx)

**4. RELEASABILITY – UNLIMITED.** This Instruction is approved for public release.

**5. PLAS CODES.**

- a. Code 064. Used when performing GFR and APT duties, and when performing duties related to DCMA flight operations, Aircraft Operations Inspections (AOIs), or ASO duties.
- b. Code 085 Series. Used by QARs/QASs when performing duties involving aircraft manufacturing, production and overhaul maintenance, modification & repair, managing Safety of Flight requirements, and APT duties.
- c. Code 021. Used when performing ~~Pre-Awards~~ *Preaward Surveys*. Most likely used by R2/FAST APTs, but other APTs may be tasked to perform these functions.
- d. 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.

**6. POLICY RESOURCE WEB PAGE.** <https://home.dcmamil/policy/8210-2r>

**7. ATTACHMENTS TO THIS INSTRUCTION.** Attachments 1 – 10 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, and can be found on the [AO 360 SharePoint Policy page](#).

- a. Attachment 1: Definitions
- b. Attachment 2: DCMA-AO Point of Contacts
- c. Attachment 3: *DCMA Safety\_DOD Accident-Mishap Reporting Guide & CSSO List-Cognizant Service Safety Official (CSSO) List*
- d. Attachment 4: DCMA Aircraft Mishap Notification Format
- e. Attachment 5: GFR OJT Guide
- f. Attachment 6: GGR OJT Guide
- g. Attachment 7: AOI Tabs

- h. Attachment **8**: CRAB Tabs
- i. Attachment **9**: Acronyms
- ~~j. Attachment **10**: Changes~~

**8. RECOMMENDATIONS FOR CHANGE.** Users of this Instruction are encouraged to submit recommended changes and comments to improve the publication, to DCMA-AO Policy & Training, Defense Contract Management Agency, 8000 Jefferson Davis Hwy Bldg 4A, Attn: DCMA-AOP, Richmond, VA 23297-8000, or via email to [john.heib@dcma.mil](mailto:john.heib@dcma.mil).

**9. EFFECTIVE DATE.** By order of the Director, DCMA, this IPC is effective immediately and shall remain in effect for 180 days from the date of signature or until rescinded, superseded, or incorporated in a DCMA policy, whichever is sooner.



Andrew W. Swenson  
Captain, USN  
Executive Director, Aircraft Operations

DCMA Instruction 8210.2  
Aircraft Operations

Date

[\(DCMA INST 8210.2 in Word\)](#)

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## CHAPTER 1

### GENERAL OPERATING GUIDANCE

1.1. **Scope.** 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. NOTE: IAW DCMA-INST 219 contractors and subcontractors could be referred as suppliers and sub-tier suppliers, respectively. 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](#).

1.2. **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; this is the CAS function performed by the Government Flight Representatives (GFRs) and Government Ground Representatives (GGRs). [FAR Subpart 42.302](#) (a) (38) *Ensure contractor compliance with contractual quality assurance requirements*, is the CAS function performed when DCMA aircrews perform acceptance check flights (ACFs). 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.

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

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).

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

1.3. **Performance of Flight Operations.** This Instruction encompasses the requirements found in [The Tri-Service Agreement](#). 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).

1.3.1. **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.

**1.3.2. 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/flight 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.

**1.3.3. 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.

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

**1.4. Aircraft Operations at Post, Base, Camp, or Station.** [DCMA INST 8210.1](#), Chapter 7, paragraph 7.2 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 7, paragraph 7.1. 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 Operations CAS at military installations can be accomplished in several ways.

**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](#).)

**1.4.2. DCMA (Subject to Prior Agreement) Agrees to Perform CAS on a Base, Post, Camp, or Station.** These operations require a written Supporting 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, paragraph 7.2. The GFR is appointed by the appropriate Service Approving Authority. (See paragraph 2.4.1 and 2.4.2, for [SCA delegation procedures](#).)

**1.4.3. 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.

**1.4.4. Foreign Military Sales (FMS) and Direct Commercial Sales (DCS) Contracts.** FMS contracting is covered by DoD 5105.38 *and DFARS 225.73*. FMS aircraft undergoing work on a DoD contract where the [DFARS 252.228-7001](#), the Ground and Flight Risk Clause ([GFRC](#)), is on contract is considered core mission and supported accordingly. Direct Commercial Sales (DCS) contracts are direct purchases by the foreign government or organization (e.g. NATO) with the supplier and do not typically involve the US Government. While DCMA may be reimbursed for supporting certain CAS functions in support of a DCS contract, DCMA aircrew shall not participate in flight operations on these contracts. Any request for CAS support on a DCS contract must be processed through DCMA-FBR.

**1.5. The Combined Instruction, Contractors' Flight and Ground Operations, 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 [Combined Instruction](#) or erroneously, the [Joint Instruction](#)~~), describes requirements for contractors conducting flight and/or ground operations and the GFRs overseeing those operations, whenever the Instruction is found on contract.

**1.5.1. 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](#), *Foreign Object Damage/Foreign Object Debris (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.

1.5.2. **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](#). Paragraph (b) of the [GFRC](#) (separate from the liability sections of the clause) mandates that contractors comply with the requirements of the [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.

## 1.6. Liability Clauses.

1.6.1. **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 the acquisition, development, production, modification, maintenance, repair, flight, or overhaul of aircraft. See [DFARS Subpart 228.370](#) for exceptions to this requirement. Contractor owned aircraft that are furnished as part of a DoD contract may also be covered under the [GFRC](#) if appropriately stated in the contract. A new GFRC and DFARS 228.370 went into effect 8 June, 2010, replacing the September 1996 [GFRC](#) and [AFRC](#).

1.6.2. **DFARS 252.228-7002, The Aircraft Flight Risk Clause (AFRC).** Prior to June 8 2010, [DFARS Subpart 228.370](#) mandated 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. With the publication of the June 2010 [GFRC](#), the [AFRC](#) has been eliminated and only applies to contracts with the [AFRC](#) in effect before 8 June, 2010. The rest of this document will normally refer to the [GFRC](#) only, however, where the [GFRC](#) is referenced, the information provided applies to those older contracts with the 1996 [AFRC](#) on them. When a contract is discovered dated after 8 June, 2010, with the [AFRC](#), report the deficiency using the Electronic Document Access (EDA) Contract Deficiency Report (CDR) process. Contact the cognizant Administrative Contracting Officer (ACO) or your Office of Legal Counsel for assistance.

1.6.3. **Older Contracts With Both the GFRC and the AFRC.** Prior to 8 June, 2010, [DFARS Subpart 228.370](#) provided these clauses as alternatives. It was 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 existed where the contract contained both fixed price and flexibly priced *contract line item numbers* (CLINs). Where 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.

1.6.4. **Modifying or Omitting the Ground and Flight Risk Clause (GFRC).** The GFRC is a mandatory clause IAW [DFARS Subpart 228.370](#). When reviewing an aviation contract, if the GFRC is not included ensure omission of the clause is IAW one of the four exceptions listed in [DFARS Subpart 228.370](#). Report any omissions of the [GFRC](#) that do not meet the [DFARS Subpart 228.370](#) criteria. Additionally, any language that modifies the intent of either risk clause should be noted. Report contract deficiency using the Electronic Document Access



(EDA) Contract Deficiency Report (CDR) process IAW DCMA-INST 118, Contract Receipt and Review.

1.6.5. **Third Party Liability.** Third party liability is usually addressed through inclusion of the clause FAR 52.228-7 Insurance – Liability to Third Persons. The [GFRC](#) does not create Government exposure to third party liability.

1.6.6. **Non-GFRC Contracts.** Some contracts do not include the [GFRC](#), 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, report the discrepancy using the Electronic Document Access (EDA) Contract Deficiency Report (CDR) process and address concerns to the Procuring Contracting Officer (PCO). 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 HQ DCMA-AO. CMO management should discuss these issues with their General Counsel before accepting FAR Subpart 42.302 (a) (56) CAS responsibility on contracts without the [GFRC](#). Current [DCMA workload acceptance policy](#) (<http://guidebook.dcmamil/64/instructions.htm>) states that DCMA should not normally accept oversight for these type contracts.

1.6.7. **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](#) such as in a lease agreement or FAR Part 12 contract, or when the contracting officer terminates the Government's assumption of risk via the [GFRC](#), 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](#) (see also, paragraph 1.5.2). CMO management should discuss these issues with their General Counsel before accepting [FAR Subpart 42.302](#) (a) (56) CAS responsibility on contracts without the [GFRC](#).

1.6.8. **DD-250s and the Termination of Government Liability on Contracts With The [GFRC](#).** 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](#). 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 (commonly through the use of a Service specific Aircraft Transfer Order (ATO) or a DD Form 1149 Requisition and Invoice/Shipping Document) and does not impact the requirements for contractors to comply with [DCMA INST 8210.1](#) where the [GFRC](#) is on contract.



**1.7. 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) should ensure Administration Contracting Officers (ACOs) send all contractor surveys reports to the prime contractors.

**1.7.1. Flow Down of the Liability Coverage of the GFRC.** Refer all questions related to the assumption of liability for subcontractor operations to HQ DCMA-AO and DCMA Office of Counsel. Prime contractors performing work under the [GFRC](#) 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. The Government’s assumption of risk via the [GFRC](#) 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](#)”). Flow down of the GFRC’s liability coverage is separate from the requirement of the Prime and subcontractor to comply with the requirements of DCMA INST 8210.1. 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 cognizant Administrative Contracting Officer (ACO) or your Office of Legal Counsel for assistance.

**1.7.2. 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.

## **1.8. Responsibilities.**

**1.8.1. DCMA Director.** The Director, 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 and climate for aviation safety throughout the Agency through a Director’s Safety Policy statement or other strategic communications means (“On Point” memorandums, video messages, etc.).

**1.8.2. Chief Operating Officer (COO), DCMAS Director, DCMAI Director.** The COO and each Division Director are responsible for safe and effective aircraft operations in their organization. The COO and Directors set the tone and climate for aviation safety for all DCMA aviation units and Aviation Program Teams (APTs) in their organization through the COO’s and Director’s Safety Policy statement or other strategic communications means.

**1.8.3. 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 and climate for aviation safety for their unit through their Commander's Safety Policy statement.

1.8.4. **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 HQ DCMA-AO. Exception: Rated tertiary CMO commanders may approve the LOPs and aircrew position letters for their site.

1.8.5. **HQ 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:

1.8.5.1. **Managing DCMA Aircraft Operations Guidance.** HQ DCMA-AO will create and enforce all DCMA Aircraft Operations Instructions and policies.

1.8.5.2. **External Agency Coordination.** HQ DCMA-AO will coordinate the [Combined 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.

1.8.5.3. **Administering Applicable Training Programs for DCMA and the Services.** HQ DCMA-AO is responsible for the content of the *Defense Acquisition University (DAU)*/DCMA Government Flight Representative (GFR) course, Government Ground Representative (GGR)/Ground GFR course, Aviation Safety Officer (ASO) course, and the Aircraft Operations Training Seminar (AOTS).

1.8.5.4. **Inspecting DCMA CMOs with Aircraft Operations.** HQ DCMA-AO will manage all facets of DCMA's Aircraft Operations Inspection (AOI) process and the Supervisory Flight program.

1.8.5.5. **Managing DCMA Aircraft Flight Operations (F/O) Mission and Training Travel Budgets.** Financial Business (FB) and overarching agency policies will provide guidance for budget planning, formulation, requirement submission, fund transfers, and timely execution of funds. F/O Mission Travel Funds provided to HQ DCMA-AO, DCMAO-AO, *DCMAS-MHT*, and DCMAI-AO are "Fenced Funds" and shall only be used to fund events/activities across the enterprise that are essential to the accomplishment of flight operations. Budgets, *Lines of Accounting (LOAs)* and *Job Order Numbers (JONs)* may be structured and executed to fit the needs of Regions, Organizations, CMOs, and Directorates.

1.8.5.6. **Establishment of Flight Operations Training Travel Funds.** F/O Training Travel Funds provided to HC are to be specifically used to support Aircraft Operations (events and activities) throughout the enterprise. Flight Operation Training Travel Funds provided to HC are "fenced funds" to support training requirements of APT members at CMO sites. Reprogramming of funds at HC is not authorized. FB will provide policy guidance to HC for the utilization of F/O Training Travel Funds. HC using existing internal policies will provide guidance to HQ DCMA-AO, Aircraft Operations Directorate, International Division and Special

Programs for budget planning, formulation, requirement submission, and procedures for the execution of F/O Training Travel Funds. Training for items such as Defense Acquisition University courses and any other training normally funded by DCMA-HC or other organizations are not included in AO F/O Training Travel Funds. Incoming personnel should be funded by their respective Services for required enroute courses such as aircraft qualifications and GFR Course. Refer to the Tri-Service Agreement to determine Service specific funding support, or contact HQ DCMA-AO.

1.8.5.7. **Supply Funds.** These funds are provided in two subcategories for the purpose of mandatory flight-related items such as flight suits and gloves. Mishap response kit items, and other supplies and equipment needed to directly support aircraft operations are also funded through Supply Funds. These funds are allocated in letters from DCMAC-AB for P6 Eastern Region and DCMAC-AC for Central and Western Regions, and are labeled 'Flight Ops Contract Service's and Flight Ops Supplies'.

1.8.5.8. **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 HQ DCMA-AO funding lines, but are not part of the HQ DCMA-AO budget.

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

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

1.8.5.11. **Managing DCMA Aircraft Operations' Safety Program.** HQ DCMA-AO will provide:

1.8.5.12. **Policy.** Ensure DCMA's aircraft operations related safety policy and guidance reflects current DoD and Service requirements.

1.8.5.13. **Coordination.** Maintain liaison and coordination with the Service safety centers and the other DoD Safety Offices.

1.8.5.14. **Safety Information.** Establish procedures to receive and disseminate safety information (mishap reports, hazard reports, safety trends, etc.).

1.8.5.15. **Safety Training.** Managing Service quotas to Service safety schools and courses.

1.8.5.16. **Mishap Investigation Support.** Coordinate with the Services to determine safety mishap investigation board composition of contractor, DCMA and/or Service personnel. Every attempt will be made to appoint a DCMA member to a Service Safety Board when the mishap involves DCMA aircrew. Coordinate DCMA's response to all applicable mishap investigations.

1.8.5.17. **DCMA Safety Enterprise Team.** Serve as the liaison between AO, DCMA Safety and Occupational Health (SOH) division (DCMA-HCO) and the Contract Safety Center of Excellence (DCMAN-JS).

1.8.5.18. **HQ DCMA-AO Military Personnel Billets.** HQ DCMA-AO will:

1.8.5.18.1. **Review Rated Officer Requirements** in coordination with the Division Director of Aircraft Operations (DAO) (DCMAO-AO/ **DCMAS-MHT**/ DCMAI-AO (as appropriate)) and DCMA-DCM.

1.8.5.18.2. **Provide Technical Reviews and Make Recommendations to the Division DAO on The Qualifications of Nominated Rated Crewmembers, GFRs, and GGRs.** The Services are responsible for funding any enroute training requirements per the Tri-Service Agreement. HQ DCMA-AO Operations Division will coordinate with DCMA-DCM 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.

1.8.5.18.3. **Resolve Interim Rated Resource Shortfalls** with the Division DAO, and the Services.

1.8.5.18.4. **Develop and Maintain an Overall Strategy for HQ DCMA-AO billets** to ensure proper allocation of the Agency's resources to meet customer requirements.

1.8.6. **HQ DCMA-AO Organizational Structure.**

1.8.6.1. **Office of the Executive Director.**

1.8.6.1.1. **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.

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

1.8.6.1.1.2. **Safety.** HQ DCMA-AO functional manager for the aviation safety program. Primary responsibilities include: collecting and disseminating mishap data, publishing the quarterly HQ DCMA-AO Safety newsletter, providing safety reviews of waivers and approvals, providing aviation safety training including the DCMA Aviation Safety Officer (ASO) course, and the Aircraft Operations Training Seminar (AOTS), and implementation of the policies of Chapter 6 of this Instruction.

1.8.6.1.2. **Operations.** HQ AO Operations Division provides two primary functions; Risk Assessment and Military Manpower support. The primary role of Risk Assessment is the planning and execution of the Aircraft Operations Inspection (AOI) program. Other responsibilities include compiling and distributing lessons-learned, trends and Bright Spots (best practices) in AO's quarterly safety newsletter. The Military Manpower component of the

Operations Division provides aviation functional expertise working in conjunction with DCMA-DCM, DCMA Operations Directorate, DCMAI, DCMAS and the Service Personnel Centers to ensure that active duty military manpower is optimized throughout the DCMA AO Enterprise.

1.8.6.1.2.1. **Military Manpower.** The Manpower Team provides aviation functional expertise working in conjunction with DCMA-DCM (as defined in DCMA Military Personnel Assignments policy), DCMA Operations Directorate, DCMAI, DCMAS and the Service Personnel Centers to ensure that active duty military manpower is optimized throughout the DCMA AO Enterprise.

1.8.6.1.2.1.1. **Rated Military Service Desks.** Rated military officers who provide a service specific cultural understanding to the Operations Manpower team and DCMA-DCM.

1.8.6.1.2.1.2. **Enlisted Military Service Desk.** Senior enlisted maintenance professional who provides a maintenance cultural understanding to the Operations Manpower team and DCMA-DCM.

1.8.6.1.2.2. **Risk Assessment.** Responsible for ensuring continuity is maintained within DCMA Aircraft Operations Risk Assessment Programs. Works with Standardization and Evaluation to establish policy, training requirements, budgets and schedules. Establishes Risk Assessment program that is consistent with mission requirements to assess risk and risk management at DCMA units with aircraft contracts. Publishes and coordinates the fiscal year Risk Assessment schedule. Ensures the approved AOI schedule for the next fiscal year is available on the DCMA-AO website by 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.

1.8.6.1.2.3. **Standardization and Evaluation.** Office responsible for ensuring standardization is maintained within DCMA Aircraft Operations. Works with Risk Assessment to establish policy, training requirements, budgets and schedules. Creates the fiscal year Risk Assessment. Develops *Memorandums of Agreement (MOAs)* with each Service inspection team that may participate in an AOI. Reviews and evaluates final AOI reports for trends and establishes aircraft operations focus areas as required. Responsible for collecting and maintaining AOI data for use in analysis reports, studies, and risk identification. Manages and operates the Risk Assessment *Portal 360 site*, and performs functional system administrator duties. Periodically audits source data for accuracy, timeliness, and compliance with instructions. Analyzes inspection reports, develops trend analysis and provides cross-flow information to APTs world-wide. Manages AOI inspection team training program and developing AOI execution policy. Ensures AOI products, briefings and checklists are standardized, updated and published on the Operations *Portal 360 site* and Web page. Ensures AOI team member's feedback is reviewed and disseminated during quarterly AOI standardization meetings. Responsible for the annual review of the Aircraft Operations Risk Assessment chapter of this Instruction.

1.8.6.1.3. **Policy and Training.**

1.8.6.1.3.1. **Policy.** AO POC for policy guidance concerning this Instruction, [DCMA INST 8210.1](#), the Tri-Service Agreement, and the [GFRC](#). Other primary responsibilities include: reviewing HQ DCMA-AO's response to all waivers, and oversight of Government Flight Representative (GFR), Government Ground Representative (GGR), and AO-101 training course materials.

1.8.6.1.3.2. **Training.** AO POC for all training related requirements, and guidance. Performance Advocate for the Aviation Program Maintenance Operations (APMO) Database. Responsible for instruction and maintenance of the DAU/DCMA ASO, GGR, GFR, and AO-101 courses. Publishes a 2 year schedule of all standard courses offered. Provides APMO Database training, through the GGR course or [Computer Based Training](#).

### 1.8.7. Operations Level AO Offices.

1.8.7.1. **DCMA Operations Directorate, Director of Aircraft Operations (DCMAO-AO).** This office is the primary point of contact for all AO issues in CONUS (excluding Special Programs) including AIMO and each of the three CONUS geographic Regions. This office includes a military Deputy, Management Analyst/Assistant, three Regional Lead GFRs, and three Regional Lead GGRs. The DCMAO DAO reports directly to the COO and coordinates with HQ DCMA-AO. A detailed summary of duties is provided in the Agency *Concept of Operations* ([CONOPS](#)).

1.8.7.1.1. **DCMAO-AO Regional Support Teams.** Teams are comprised of a Regional Lead GFR and GGR. Within their regions they are responsible for providing tactical level CMOs with assistance on: pre/post awards, SCAs/delegations, corrective action plans, GFR surveys, waivers/approvals, and staff assistance visits as warranted. They maintain awareness of APT personnel status, APT OJT, and conduct CMO workload assessments. Additionally they provide technical support and assistance to Regional and CMO Commanders and augment HQ staff as AOI team members and GFR/GGR Class Instructors.

1.8.7.1.2. **Regional GFR/GGR APT Authority.** DCMAO-AO Regional GFRs and GGRs are considered part of all assigned APTs within their region and given the same authority to participate and enforce DCMA policy as official APT members without written appointment to each APT. *However, Regional GFRs do not have the authority to approve flights, crewmembers or Procedures unless they are delegated that authority per DCMA INST 8210.1.*

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

1.8.7.3. **DCMA Special Programs Directorate (DCMAS) Director of Aircraft Operations (DCMAS-MHT).** This office is the primary POC for AO issues arising in the Special Programs Directorate. The DCMAS DAO reports to the Executive Director, Special Programs Directorate.

1.8.7.4. **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 this individual as both the GFR and the CFO (GFRs oversee contractor aircraft operations; CFOs oversee military aircraft operations). DCMA units with additional, discrete locations may designate that remote site's GFR as a CFO for that specific site, separate and distinct from the CFO designated for the CMO's primary flight operations location. The CFO shall:

1.8.7.4.1. **Unit Aircraft Flight Operations Budgets.** CFOs are responsible for proper planning and execution of their CMO's flight operations budget.

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

1.8.7.4.3. **Ensure Service Aircrews are Current/Qualified for Their Assigned Missions.** CFOs must develop and maintain a process that ensures Service crews supporting DCMA flying operations are current and qualified to perform the mission. This responsibility is separate from the [DCMA INST 8210.1](#), chapter 7, paragraph 7.8.9.4, 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.

1.8.7.4.4. **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](#). The GFR's signature releases the aircraft for flight, affirming that the contractor has accomplished the work using the approved Procedures final requisite step for Government indemnification of the contractor under the [GFRC](#).

1.8.7.4.5. **Manage all External, Flight Related Correspondence.** The CFO shall 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.

1.8.7.4.6. **Compile Metrics.** The CFO (or designate) is responsible for compiling aircraft operations metrics/data (as determined by HQ DCMA-AO) and submitting this information to the Division DAO and HQ DCMA-AO. Minimum reporting metrics include flying hours by type aircraft, sorties and deliveries (see paragraph 6.9.5). ~~DCMA IAPTS are exempt from the requirement to use APMO until the release of APMO v2.0 (Spring 2013).~~ Due to security requirements, the APMO database shall not be used for DCMAS administered contracts. This exemption does not relieve APTs from the requirement of developing an effective APT Surveillance plans (See paragraph 1.8.9.12.1.1) or from collecting metrics per this paragraph.

1.8.8. **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.

1.8.8.1. **APT Makeup.** The APT consists of the Government Flight Representative (GFR)(and alternates), Government Ground Representative (GGR), Contract Safety Specialist/Contract Safety Manager (CSS/CSM), and the Quality Assurance Representative / Specialist (QAR/QAS). APT makeup may be modified depending on the assignment (or lack thereof) of FAR SubPart 42.302(a) (38), (39), or (56) CAS functions. The GFR leads the APT.

1.8.8.2. **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) (where the PST exists). The APT is also responsible for making liability recommendations to the ACO for all incidents involving ~~Lost, Theft, Damaged and Destroyed (LTDD)~~ **Property Loss** to Government aircraft when the Ground and Flight Risk Clause ([GFRC](#)) ([DFARS 252.228-7001](#)) is in the contract.

1.8.8.3. **APT Meetings.** *APTs shall meet (in person, on-line or via the telephone) at least quarterly to discuss surveillance plan trends, corrective actions, upcoming Surveys and AOI's, etc. Meeting minutes are not required but some evidence of the meetings, including who attended, shall be maintained for at least 2 years.*

1.8.8.4. **Early Contract Administration Services (CAS).** The APT should make every effort to involve itself in the CAS process as soon as practical. Early APT involvement can help identify problems involving [GFRC](#) 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](#) 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 using the Electronic Document Access (EDA) Contract Deficiency Report (CDR) process. If a dispute arises as to whether the deficiencies require PCO involvement, DCMA [GFRC](#) legal experts should be consulted.

1.8.8.5. **Post Award Orientation Conferences (PAOCs).** Post award orientation aids both the Government and supplier personnel in achieving a clear and mutual understanding of all contractual requirements to include how the GFRC applies. The APT should make every effort to participate in, or conduct a Post Award Orientation Conference (PAOC) with suppliers receiving contracts involving aircraft operations for the first time. Additionally, the APT should consider conducting PAOCs with suppliers experiencing turnover of key management personnel.

1.8.9. **Government Flight Representatives (GFRs).** GFRs are 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, Cooperative Research and Development Agreement (CRADA) or lease agreement.



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

1.8.9.2. **Background.** A rated US military officer or Government civilian in an aviation position. Prior to Request for Personnel Action (RPA) for hiring civilian GFRs, CMO or Regional Commanders shall coordinate the RPA with DCMA-AOO, and the Division DAO. The term “rated aviation officer” or “rated officer” refers to Army aviators; Air Force pilots, navigators, *Electronic Warfare Officers (EWOs)*, *Combat Systems Officers (CSOs)* etc.; Naval Aviators and Naval Flight Officers (NFOs).

1.8.9.3. **Classroom training.**

1.8.9.3.1. **Complete the DCMA/DAU GFR Certification Course.** (See [DCMA INST 8210.1](#), paragraph 7.1.) (Note: GFRs shall re-attend if they have not attended the course in the past five years. Instructing the course counts as attending.) DCMA-AO may revoke an individual’s GFR Certificate of Course Completion which would suspend that individual’s authority to perform GFR duties.

1.8.9.3.2. **Complete the DCMA/DAU ASO Certification Course.**

1.8.9.4. **On-Site Training.** Complete the on-the-job-training (OJT) program ([Attachment 5](#)). 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. 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. This requirement does not apply if GFRs performed GFR duties during the deployment. NOTE: When occupying an acquisition coded billet, DAWIA Certification will be achieved within the timeframe of the level required by the position.

1.8.9.5. **Appointing GFRs.** DCMA GFRs receive a signed GFR Letter of Delegation from their CMO commander. DCMA CMO commanders are authorized, via [DCMA INST 8210.1](#), to act as the Approving Authority for DCMA GFRs and GGRs, but have no authority to appoint non DCMA personnel to perform duties as GFRs or GGRs in any capacity. That authority rests with the appropriate Service Approval Authority IAW [DCMA INST 8210.1](#), paragraph 1.5. CMO commanders may also appoint an alternate GFR (and/or GGFR/GGR) 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. “Resident” sites are defined as the duty locations for the GFR/GGFR/GGR (and their alternates), and those sites they can travel to by car, execute surveillance, and return to their duty location in a standard workday. For a site to be “resident,” the GFR/GGFR/GGR should be able to accomplish persistent/routine surveillance at the site, at least one day each week, on average. Sites not meeting the “resident” criteria are considered “non-resident.” 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.

1.8.9.6. **GFR Responsibilities.** GFR duties and responsibilities are described in [DCMA INST 8210.1](#), Chapter 7, and this Instruction. These requirements and responsibilities include:

1.8.9.6.1. **Review/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](#). GFRs should remind contractors that approved written Procedures are required for flight and ground operations under the [GFRC](#). GFRs shall 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.

1.8.9.6.2. **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 such as safety requirements from Chapter 6.

1.8.9.6.3. **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.

1.8.9.6.3.1. **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.

1.8.9.6.3.2. **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.

1.8.9.6.4. **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.

1.8.9.6.5. **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.

1.8.9.7. **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.

1.8.9.8. **Conduct Contractor Surveys.** [Note: See definition and rules for resident and non-resident GGFRs/GGRs in paragraph 1.8.9.5.]

1.8.9.8.1. **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 should use numerous sources of information to formulate this assessment including their observations throughout the year, CARs, AOI reports, etc. Survey reports are contractor compliance based. APTs are encouraged to mirror the inspection items evaluated during HQ DCMA-AO's AOI but shall be limited in scope to the assessment of the contractor operations IAW [DCMA INST 8210.1](#) and the contract. *Survey reports shall include the results of the QAR / QAS review of the supplier's established notification process. (See paragraph 1.8.13.)* APTs will also include a Facility Data Sheet (FDS) (a brief listing of important contact and contract 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. GFRs shall ensure all Corrective Actions (as appropriate) are incorporated into the QA CAR Database following the ACO review. Prime contractors must respond to survey findings that direct corrective actions to the GFR and ACO within 30 calendar days of receiving the survey report unless a specific case warrants other action. However, the ACO may direct a more immediate response for significant findings. The GFR and ACO will jointly analyze the contractor's corrective actions for contractual compliance.

1.8.9.8.2. **Non-Resident GFR Contractor Survey Reports.** Non-resident GFRs also assess contractors annually, routing their reports through the ACO per paragraph 1.8.9.8.1. 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.

Semi-annual survey reports shall 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.

1.8.9.8.3. **Contractor Surveys and AOIs.** If an AOI is conducted within 3 months prior to 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 1.8.9.8 of this instruction.

1.8.9.8.4. **Additional Reporting Requirements.** GFRs shall send copies of all Annual Survey reports to the Division DAO ~~and the HQ DCMA AO Risk Assessment Program Manager~~ via the appropriate chain of command.

1.8.9.8.5. **Pre-Award Survey.** An on-site survey shall be performed if aircraft operations will be conducted at facilities without existing DoD aircraft contracts. Any CMO facility survey involving aircraft operations (either FAR Part 15 or Part 12 contracts) shall be coordinated with either the Operations Directorate Aircraft Operations staff (for CONUS), the International Division Aircraft Operations Staff (OCONUS), or Special Programs Staff as appropriate.

1.8.9.8.6. **Post Award.** The GFR should recommend a full PAOC for contracts that include the GFRC, especially for new suppliers. If the ACO declines, the GFR should conduct a PAOC with the assigned APT to ensure the supplier understands the requirements of the GFRC and the Combined Instruction, [DCMA INST 8210.1](#).

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

1.8.9.10. **Metrics.** In the absence of a CFO, the GFR is responsible for complying with the requirements of paragraph 1.8.7.4.6 for contractor flying hours, sorties, deliveries, and other metrics such as the less than Class D mishap data (Also see paragraph 6.9.5).

1.8.9.11. **Coordinate on Safety of Flight Items.** GFRs shall coordinate with the QAR/QAS on the Safety of Flight surveillance of Safety of Flight (SOF) Plan to gain an understanding of their SOF program, see paragraph 3.2.

1.8.9.12. **Organize the APT's Surveillance Plan.** GFRs shall establish an APT surveillance plan for each contractor facility and track monthly audits for trend analysis. GFRs should use all members of the APT as part of this surveillance plan.

1.8.9.12.1. **Surveillance Plans.**

1.8.9.12.1.1. **Development.** 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, **shall** be addressed in the surveillance plan stating how the APT will support the requirements. All discrepancies should be shared throughout the APT. The APT shall ensure that deficiencies are corrected in a timely manner. The surveillance plan will be signed/approved by the CMO Commander. A sample Excel [APT Surveillance Tracking Sheet](#) which mirrors the Aircraft Operations Inspection (AOI) program can be found on the HQ DCMA-AO web page.

1.8.9.12.1.2. **Quality Safety of Flight Program Items.** The APT's surveillance plan should work in conjunction with any QA plans already in existence. GGRs shall coordinate with the QAR/QAS on the Safety of Flight surveillance of Safety of Flight (SOF) Plan to gain an understanding of their SOF program and to identify potential overlap in surveillance activities.

1.8.9.12.2. **Aviation Program Maintenance Operations (APMO) Database.** All APT members except for the QAR/QAS ~~have the responsibility to~~ **shall** enter and track the surveillance data using the APMO database located in e-tools. Because older surveillance data from previous databases cannot be migrated into the APMO database, maintain the older data as a reference for at least two years to ensure sound trending information in the new data base. As the new data is entered into the APMO database it should slowly surpass the importance of the old surveillance information. During AOI team visits usage and all the surveillance information in the APMO Database shall be verified. ~~DCMAI APTs are exempt from the requirement to use APMO until the release of APMO v2.0.~~ Due to security requirements, the APMO database shall not be used for DCMAS administered contracts. This exemption does not relieve APTs from the requirement of developing an effective APT Surveillance plans (See paragraph 1.8.9.12.1.1).

1.8.9.13. ~~Lost, Theft, Damaged and Destroyed (LTDD) Property Loss Investigation and Determination.~~ **Property Loss Investigation and Determination.** The GFR along with the Property Administrator (PA) shall investigate all ~~LTDDs~~ **Property Loss** involving aircraft under the [GFRC](#) and provide recommendations to the ACO concerning the applicability of the [GFRC](#)'s deductible for each relevant incident. NOTE: Investigations of ~~LTDDs~~ **Property Losses** are used to determine liability and deductibles WRT ~~(with respect to)~~ the [GFRC](#) and are unrelated to Safety or **Judge Advocate General (JAG)** investigations. (See the ~~Property Management on Government Contracts Instruction~~ **Contract Property Management Instruction** for further guidance on ~~LTDD~~ **Property Loss** investigation and determination processes.)

1.8.9.14. **The GFRC and GFRs.** The [GFRC](#), though it's *a* requirement for contractors' to comply with the [Combined Instruction](#), by default also requires the appointment of a GFR. This process makes the [GFRC](#) the central clause related to GFR responsibilities and authority. GFRs must be thoroughly familiar with the clause and its application. Whenever damage to Government aircraft is reported, particularly when the cost of repair exceeds the [GFRC](#)'s deductible, the GFR shall discuss the damage incident with the Administration Contracting Officer (ACO) and assist them in making a proper liability/deductible determination. Although each incident should be evaluated on its own merits, GFRs and ACOs should use the following general rules and examples when determining if an incident constitutes "damage" (which is normally covered under the [GFRC](#)) and "workmanship" (which is not normally covered):



1.8.9.14.1. **Damage.** For most situations “damage” verses “workmanship” determinations can be made based on intent. Damage WRT the [GFRC](#) is damage that is the result of a task, operation, or action which was not originally planned or intended. For example, a mechanic was pushing a stand next to the aircraft and scratches the inlet coating. The intent of the task was to move the stand, not to scratch the coating; this would be considered damage to the aircraft and a contractor should expect to be indemnified via the [GFRC](#) (minus the appropriate deductible). All damage to Government aircraft should be reported by the contractor to the GFR per [DFARS 252.228-7005](#).

1.8.9.14.2. **Workmanship.** Workmanship errors consist of damage to the aircraft that is the result of a task, operation, or action which was originally planned or intended, but the end result was not within allowable limits. For example, a mechanic was scraping coating off an inlet and removes too much. The intent of the task was to scrape the inlet coating, but too much was removed. This would not be considered aircraft damage WRT the [GFRC](#). With few exceptions the Government does not indemnify contractors for workmanship errors.

1.8.9.15. **Administrative 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 COO/Division DAO and DCMA-AO Operations.

1.8.9.16. **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.

1.8.10. **Government Ground Representative (GGR) and Ground GFR (GGFR).** The GGR is responsible for surveillance of contractor aircraft ground operations under [GFRC](#) as described in [DCMA INST 8210.1](#), Chapter 5. [NOTE: Where no flight operations exist, CMO commanders may delegate limited GFR responsibilities (those related to oversight and approval of GOPs) to the GGR. GGRs so appointed are called Ground GFRs (GGFRs). GGFRs are never assigned where a GFR is assigned. GGFRs are not authorized to approve flight Procedures, approve crewmembers or sign flight approvals.] GGRs shall be familiar with the status of all contractor facilities, equipment, group personnel training and certification, technical data, and Procedures involving aircraft ground operations. CMO commanders may also appoint an alternate GGR IAW [DCMA INST 8210.1](#). Alternate GGRs have the same responsibilities as primary GGRs and shall meet the identical qualification requirements. Prior to assuming GGR duties, the GGR appointee shall meet the following requirements (applies to GGFR appointees as well):

1.8.10.1. **Background.** A US military aircraft maintenance officer or NCO (E-7 or above), or Government civilian equivalent. Prior to Request for Personnel Action (RPA) for hiring civilian GGRs, CMO or Regional Commanders shall coordinate the RPA with DCMA-AOO and the Division DAO.

1.8.10.2. **Classroom training.** Completion of the DCMA/DAU GFR or GGR Certification Course. (See [DCMA INST 8210.1](#), paragraph 7.3.) (Note: GGRs shall re-attend if they have not attended the training in the past five years. Instructing the course counts as attending.) DCMA-AO may revoke an individual's GFR Certificate of Course Completion which would suspend that individual's authority to perform GFR duties.

1.8.10.3. **On-site training.** Completion of the OJT training program (Attachment 6). As part of OJT, all GGRs/GGFRs must observe an AOI prior to being inspected by the AOI team, however, new GGRs/GGFRs do not have to observe an AOI prior to performing GGRs/GGFRs duties. GGRs 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. This requirement does not apply if GGRs performed GGR duties during the deployment. ~~This requirement does not apply if GFRs performed GFR duties during the deployment.~~

1.8.10.4. **Completion of the Aircraft Ground Safety Course (AGSC).** The AGSC will be completed within 12 months of assignment. The course is not mandatory for individuals serving a 12 month or less tour. NOTE: When occupying an acquisition coded billet, DAWIA Certification will be achieved within the timeframe of the level required by the position.

1.8.10.5. **Appointment Letter.** GGRs are appointed by assignment to an APT through the APT appointment letter. GGFRs require a separate GGFR Letter of Appointment 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 1.6.]. Note: See definition and rules for resident and non-resident GGFRs/GGRs in paragraph 1.8.9.5.

1.8.11. **Aviation Safety Officer (ASO).** All DCMA units with flight operations conducted by DCMA aircrews shall appoint an Aviation Safety Officer (ASO). CMO commanders will designate the ASO in writing. The ASO is responsible for establishing and overseeing the unit's flight safety and mishap prevention programs (see [Chapter 6](#)).

1.8.12. **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, facilities, and explosives safety, and Aircraft Rescue and Fire Fighting (ARFF) contractual requirements.

1.8.12.1. **Prior to Assuming CSS/CSM Duties as Part of an APT, the CSS/CSM Appointee Shall be Fully Aircraft Certified in Accordance With the DCMA Contract Safety Certification Program.** This includes completion of the DCMA Aircraft Ground Safety Course. Additionally:

1.8.12.1.1.1. **Classroom Training.** It is highly recommended that CSS/CSMs assigned to APTs complete the DAU/DCMA ASO Course, GFR, or GFR Courses.

1.8.12.1.1.2. **Certification Maintenance.** The DCMA Contract Safety Certification Program requires CSSs/CSMs to receive continuing education/training in order to

maintain certifications. CSS/CSMs assigned to an aircraft facility should re-attend the DCMA AGSC at least every 5 years.

#### 1.8.12.2. **CSS/CSM Responsibilities.**

1.8.12.2.1. **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.

1.8.12.2.2. **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.

1.8.12.2.3. **Risk Planning.** CSS/CSMs are normally responsible for numerous facilities. These sites may range from simple industrial-type settings to major ammunition and explosives manufacturing facilities to aircraft production and repair facilities. CSS/CSMs are required to do overarching risk planning for the Contract Safety Group that incorporates all their responsibilities. The CSS/CSM must work closely with the GFR and GGR to incorporate their risk planning into the APT's contractor surveillance plan.

1.8.13. **Quality Assurance Representative/Quality Assurance Specialist (QAR/QAS).** The QAR / QAS is a core member of the APT. Their primary focus is surveillance of the supplier's control of their manufacturing, production and associated quality management system processes when the contract assigns Inspection and/or Acceptance at source to DCMA. QA personnel also work closely with DCMA QA Engineering to ensure producibility issues are addressed for corrective action. It is the QAR / QAS's day-to-day proximity to the product that makes them a uniquely valuable asset for the APT's oversight of the contractor's control of their processes. Additional APT QAR / QAS roles are in establishing and executing the SOF program IAW [DCMA-INST 308, Safety of Flight \(SOF\) – QA](#), and supporting /assisting the APT with the assessment of the contractor's FOD and Tool Control processes. *The QAR/QAS also supports the GFR during the annual survey and perform a process review of the supplier's compliance to their established notification process to prevent SOF inspection hold points from being bypassed.* To the maximum possible, the appointed QAR / QAS appointee should complete the following basic requirements and add this information to their QAR Electronic Individual Development Plan (eIDP):

1.8.13.1. **Self-study.** Completion of the DCMA/DAU GFR/GGR Pre-Course Study Unit, *CLX 110*.

1.8.13.2. **Classroom training.** Completion of the DCMA GFR/GGR Course, and either the DCMA Aircraft Ground Safety Course or DCMA Aviation Safety Officer Course.

1.8.14. **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/DAU GFR/GGR Pre-Course Study Unit, **CLX 110**, and are strongly encouraged to attend the DCMA GFR Training Course or the DCMA-AO Contracting Officers' Course (AO4KO). The following areas require ACO involvement when administering contracts involving aircraft operations:

1.8.14.1. **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, upon receiving a contract which includes the [GFR](#), shall inform the CMO commander of the requirement to appoint an APT for the contract. The ACO and APT should be knowledgeable of the requirements in [DFARS Subpart 228.370](#), Additional Clauses, which prescribe the circumstances when the [GFR](#) should and should not be used. Contracts which fail to properly contain the [GFR](#) 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 [GFR](#). [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.

1.8.14.2. **Review Annual/Semi-Annual APT Surveys.** The GFR will submit a survey report annually (if resident) or semi-annually (if non-resident) to the ACO. 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.

1.8.14.3. **Aircraft Damage.** Because of the deductible and equitable adjustment sections of the [GFR](#) 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 [GFR](#) or the Property Clause. See also paragraph 1.8.9.14 of this instruction.

1.8.14.4. **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 [GFR](#), 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 [GFR](#) paragraph (k)) continues even when the Government's assumption of risk is withdrawn.

1.8.15. **Property Administrator (PA).** The Property Administrator's (PA) focus is on the contractor's property management system. PA duties and responsibilities are described in DCMA's **Contract Property Management on Government Contracts** Instruction. See also ~~Lost, Theft, Damaged and Destroyed (LTDD) Property Loss~~ Investigation and Determination, paragraph 1.8.9.13.

1.8.16. **Contractor Field Team (CFT) Office.** DCMA Dayton is the primary contract administration office for CFT task orders (delivery orders) through a prior written agreement with the Services. Task Order place of performance is located on military camps, posts, bases, and stations using Service GFR/GGFRs. Through agreement with DCMA, the Program Office and the Services, [FAR Subpart 42.302\(a\)\(56\) maintain surveillance of flight operations](#), is the responsibility of the MAJCOMs/MACOMs for the purpose of appointing Service GFR/GGFRs to CFT task orders. IAW [DCMA INST 8210.1](#) Chapter 7, the Commander, DCMA Dayton has a responsibility to provide Service GFR/GGFRs training via a DCMA-approved training course, ensure appointments in writing to the applicable task order and location as specified in the Performance Work Statement (PWS), and ensure contractor and GFR/GGFR compliance with the applicable sections of [DCMA INST 8210.1](#) to the maximum extent possible. The DCMA CFT Aircraft Operations Group responsibilities include:

1.8.16.1. **DCMA Approved Training Courses.** CFT GFR/GGFRs shall attend either the DAU/DCMA GFR/GGFR or the DAU/DCMA CFT GFR/GGFR formal training course. DAU instructors along with other DCMA qualified instructors will team together to conduct this training. Courses shall use the DAU/DCMA-AO approved curriculum. DCMA CFT AO is responsible for ensuring that Service personnel selected for appointment as GFR/GGFR meet the qualifications IAW [DCMA INST 8210.1](#) Chapter 1.

1.8.16.2. **GFR/GGFR Appointment.** DCMA CFT AO is responsible for ensuring trained Service GFR/GGFRs obtain written appointments to applicable CFT task order(s). This is accomplished through receipt of the GFR/GGFR appointment letter.

1.8.16.3. **Contractor's Procedures Approval.** DCMA Dayton CFT AO is responsible for providing guidance to GFR/GGFRs in the review/approval of contractor's Procedures. Validation is accomplished through the receipt of the GFR/GGFRs' signed Procedures approval letter. DCMA CFT AO shall review the CFT Core Procedures and advise the CFT GFRs if any deficiencies are discovered.

1.8.16.4. **Annual/Semi-Annual Survey.** DCMA CFT AO is responsible for ensuring Service GFR/GGFRs accomplish surveys IAW [DCMA INST 8210.1](#) Chapter 7. This is accomplished through receipt of the survey report. DCMA CFT AO will assist the Service GFR/GGFR in Survey execution to the maximum extent possible to ensure approved Procedures are adequate, risk is mitigated to the lowest possible level, and both Service and contractor personnel understand their roles and responsibilities.

1.8.16.5. **Subject Matter Expert Guidance.** DCMA CFT AO provides technical expertise for all CFT Service GFR/GGFRs regarding interpretation and implementation of [DCMA INST 8210.1](#).

1.8.16.6. **Post-Award Site Visits.** A major contributor to a Service GFR/GGFRs' success is interaction between DCMA CFT AO and the Service GFR/GGFRs as early in the period of performance as possible; preferably prior to the beginning of performance. DCMA CFT AO will visit new task order sites, as budget and time permit, to discuss [DCMA INST 8210.1](#) compliance with the Service and contractor personnel. Briefings will be given to new

CFT Service personnel to help them understand CFT and their role in managing these diverse aviation contracts.

1.8.16.7. **Staff Assistance Visits (SAVs).** SAVs may be conducted at the unit's request to provide the on-site commander support and assist the GFR/GGFRs perform annual contractor assessments and other responsibilities.

1.8.16.8. **Mishap Notification.** Service GFR/GGFRs report mishaps IAW their normal Service guidance channels.

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

1.9.1. **Awards.** There are two major categories of awards: Individual and Unit Awards. Within the Unit Award category there are three sub-categories: the Outstanding Flight Activity, Outstanding APT, and CMO mishap free flying hour awards. Within the individual category there are eight awards: The outstanding CFO, ASO, GFR, IMA, GGR, Outstanding Enlisted Acceptance/Delivery Crew Member, CSS/CSM, and QAR.

1.9.2. **Criteria.**

1.9.2.1. **Unit Awards.** The unit awards are graded by a board 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.

1.9.2.1.1. **Mishap-Free Awards.** Mishap free awards are used to recognize CMOs for accumulating mishap free periods of aircraft operations. For each period defined below, a CMO would be recognized for having no recordable DOD Class A-C aircraft ground, flight, or flight related mishaps.

1.9.2.1.1.1. **DCMA Aviation Safety Award of Achievement.** 1 Fiscal year with no recordable DOD Class A-C mishaps. Certificate suitable for framing.

1.9.2.1.1.2. **DCMA Aviation Safety Award of Merit.** 2 Fiscal years with no recordable DOD Class A-C mishaps. Engraved plaque or similar award.

1.9.2.1.1.3. **DCMA Aviation Safety Award of Excellence.** 3 Fiscal years with no recordable DOD Class A-C mishaps. Small engraved trophy, etc.

1.9.2.2. **Individual Awards.** Individual awards are graded by a board based on the individual's support of their CMO's/AIMO's mission, readiness, and accomplishments with additional consideration of the individual's significant self-improvement and community service.

1.9.2.3. **Time Frame.** ~~Submission deadlines will be in accordance with DCMA Instruction: Military Quarterly and Annual Awards Policy, Paragraph 3.5.1. Nominations covering achievements made during the previous calendar year are due to HQ DCMA AO by the 4th Friday of January each year. Each Region and Staff will set earlier suspense's to ensure all nominations are vetted and approved before submitting to HQ DCMA AO. Late submissions will be considered at the discretion of HQ DCMA AO.~~ *Nominations covering achievements made during the previous calendar year are due the 4th Friday of January to HQ DCMA-AO. Reference mid-November AO Awards tasking memo for further details. Each Region and Staff will set earlier suspenses to ensure all nominations are vetted and approved before submitting to HQ DCMA-AO. Late submissions will be considered at the discretion of HQ DCMA-AO.*

1.9.2.4. **Award Announcement Process.** DCMA-AO will staff the recommended winners for the DCMA Director's approval. DCMA Director will formally announce the winners and the DCMA-AO Executive Director will recognize winners during v-AOTS (*virtual AOTS*).

1.9.2.5. **Purchasing Awards.** DCMA-HC is the focal point for purchasing AO award plaques to ensure plaques are equivalent with military and civilian awards. DCMA-HC will mail awards to the winner's CMO commander for presentation.

## 1.10. Other AO Training.

1.10.1. **Aircraft Operations Training Seminar (AOTS) Requirement.** All APT members shall complete safety training through attending the AOTS. AOTS is currently conducted semi-annually using distance learning technologies (DCMA e-Connect, Defense Connect On-Line (DCO), teleconferencing, and/or videoconferencing). When circumstances prevent attendance, CMO commanders shall submit requests for relief from this requirement for their personnel using the procedures outlined in paragraph 2.3.1 and paragraph 2.3.1.1 for obtaining a waiver to DCMA INST 8210.2; however, an ORM review is not required. Required personnel shall make up the training by reviewing the AOTS briefing slides or other content within 30 days of the event. CMO Commander shall certify required APT member attendance at AOTS and document any required waivers/makeup training. APT members failing to complete the training (by attending AOTS or reviewing the AOTS content (presentation slides, videos, etc.) 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 6.4.

1.10.2. **On-the-Job-Training (OJT) Program.** The appropriate Division DAO shall ensure all newly assigned GFRs and GGRs 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.

1.10.3. **Mentorship.** HQ DCMA-AO and the Division DAOs are responsible to mentor their newly assigned GFRs and GGRs along with other APT members as required. Funding for

mentor travel resides with the member's owning organization using Flight Operations Mission Travel Funds.

1.10.3.1. **Assignment of OJT Mentors.** Each Division DAO shall assign a qualified GFR/GGR as the OJT mentor to conduct training within their own division. Mentors will be selected based on their experience in the job and performance during their unit's AOI.

1.10.4. **AOI OJT Training.** Each OJT student will be scheduled to observe an AOI by their respective Division Aircraft Operations staff, in coordination with HQ DCMA-AO Risk Assessment. If possible, 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. 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 GFR and GGR AOI OJT is the responsibility of their respective Division/organization assigned. Orders will be submitted through DTS. The attached [GFR OJT Guide](#) and [GGR OJT Guide](#) syllabi describes the program.

## 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. DCMA Positions

2.2.1.1. **Letters of ~~LoA~~ *Appointment Delegation (LoA LoD)*.** The CMO Commander having FAR SubPart 42.302(a)(56) responsibility shall sign Delegation of Authority Letters for GFRs, Ground GFRs, and alternates (as appropriate). (see DCMA INST 8210.1 for an example sample GFR Appointment letter.) The GFR Delegation assigns FAR authority and is separate from APT Assignment. GFRs do not require ~~separate Designation Letters~~ *a Letter of Delegation and are instead included in the Aviation Program Team (APT) Designation Letter.*

2.2.1.2. ***Appointing Aviation Program Teams.*** CMO commanders are responsible for designating Aviation Program Teams (APTs) to oversee contracts containing *the Combined Instruction. ~~GFRC to oversee contracts requiring GFRs or DCMA flight operations. GFRs do not require separate Designation Letters.~~ 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. Upon change of CMO commander new appointment letters are required. Note: The Contract Safety Group is responsible for funding Contract Safety mission travel.*

2.2.1.3. **~~CMO commanders with DCMA flight operations. 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. ~~Government Flight Representatives (GFRs), Ground GFRs, and alternates (as appropriate) must receive an LoA (see DCMA INST 8210.1 for an example sample GFR Appointment letter) separate from their APT Assignment 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 designating Aviation Program Teams (APTs) to oversee contracts containing the ~~GFRC to oversee contracts requiring GFRs or DCMA flight operations.~~~~ CMO commanders with DCMA flight operations *also shall* 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.

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



2.2.2. **Rated Designations.** 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 their Division DAO. Rated CMO commanders can sign for non-rated Tertiary CMO commanders. Rated Tertiary CMO commanders can sign for their unit.

2.2.2.1. **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 Division DAO.

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

2.2.2.3. **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 flight evaluations.

2.2.2.4. **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 Division DAO for final approval and signature.

2.2.3. **Hard Copy Requirement.** All designations, delegations and appointments listed in above shall be in writing and included in the *Local Operating Procedures (LOPs)*.

2.2.4. **Aircraft Operations Position Descriptions.** CMO Commanders, in coordination with the cognizant Division DAO, will evaluate the requirements for personnel required to perform flight operations at their site. Position Descriptions will be forwarded to DCMA-DCM for coordination with HQ DCMA-AO. CMOs and Divisions shall not contact the parent Services directly concerning filling or modifying military billets.

2.2.5. **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 military flight surgeon).

2.2.5.1. **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.

2.2.5.2. **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.

2.2.5.3. **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.

2.2.5.4. **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 or for post mishap medical evaluations.

2.2.5.4.1. **Annual Flight Physical Examination.** All assigned aircrew personnel shall complete a flight physical examination IAW their Service's aeromedical instructions. 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.

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

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

2.2.5.4.4. **Flight Physiology Training.** Flight physiological academic training will be accomplished using the minimum required training from Service flight physiology training guidance. A flight surgeon is not required to conduct this training.

2.2.5.5. **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.

2.2.5.5.1. **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, or contractor and DCMA CMO have a mutual agreement for contractor to provide life support to assigned DCMA aircrew.

2.2.5.5.2. **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.

2.2.5.5.3. **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.

### 2.3. Documentation.

2.3.1. **Waivers.** A waiver is a written request for relief from an instruction or requirement. All waiver requests shall describe, using [Risk Management](#) (ORM/RM/~~CRM~~) methodology<sup>1</sup>, the process/requirement to be waived, associated risks, risk controls to be implemented to mitigate those risks and the resultant residual risk. 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 [eTools](#) when submitting a waiver through the chain of command to HQ DCMA-AO for processing. Examples of frequently requested waiver packages are maintained on the AO webpage/[portal](#)/SharePoint site. Use the “[DCMA-AO WAIVERS AND APPROVALS](#)” distribution list on the global directory in Outlook when submitting all waivers. An example [ORM format](#) can be found at the same eTools 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 appropriate Division DAO to HQ DCMA-AO for approval. Use the “[DCMA-AO WAIVERS AND APPROVALS](#)” distribution list on the global directory in Outlook when submitting all waivers.

2.3.1.2. **Waivers to Service Guidance.** Send all requests from the CMO commander for relief from Service requirements, with justification, through the appropriate Division DAO to HQ DCMA-AO. Use the “[DCMA-AO WAIVERS AND APPROVALS](#)” distribution list on the global directory in Outlook when submitting all waivers. HQ DCMA-AO shall forward the waiver package with a recommendation for approval or disapproval to the appropriate Service waiver authority.

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<sup>1</sup> CMOs may use the Risk Management process from any Service (RM/ORM/CRM).

2.3.1.3. **Contractor Waiver Requests.** Ensure contractor waiver requests state the specific contracts and time period 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. Note: For Air Force contractor waiver requests, if the [AFMC Form 73](#) or [Form 80](#) are used, the GFR or DAO will be listed as the Action Officer in Section 1. Contractor waiver routing:

2.3.1.3.1. Contractor submits the completed waiver request to the GFR. If [DCMA INST 8210.1](#) requires specific documentation along with the waiver (e.g. program office buy-in, crewmember resume, ARFF Questionnaire, ORM, etc.) ensure all documentation is included and properly filled out.

2.3.1.3.2. GFR reviews the waiver package with applicable members of the APT (i.e. certain waivers like *test pilot school (TPS)* waivers need only GFR/AGFR review). If the GFR/APT members have any concerns with the waiver address them with the contractor and/or document concerns prior to submitting waiver package to HQ DCMA-AO.

2.3.1.3.3. If ARFF or other Contract Safety issues are involved have the APT CSS compare the contractor's waiver package with the Contractor ARFF Guide to ensure all issues are addressed. APTs must coordinate such requests with DCMA Contract Safety *Group* and obtain CS concurrence or non-concurrence prior to submitting the waiver package through the appropriate Division DAO to HQ DCMA-AO.

2.3.1.3.4. Prior to submitting waiver package to HQ DCMA-AO discuss implications of waiver with the ACO, should the waiver be approved. Resolve any and all funding issues the waiver presents. If ARFF or other Contract Safety issues are involved complete the DCMA GFR ARFF Questionnaire and discuss with the ACO. *The GFR shall indicate the ACO's concurrence or non-concurrence (with or without comment) with the contractor waiver request in the justification block of the DCMA Form 1.*

2.3.1.3.5. The GFR shall indicate their concurrence or non-concurrence (with or without comment) with the contractor waiver request.

2.3.1.3.6. The CMO commander (including tertiary CMO commanders) if a rated officer, will electronically sign in the OG/CC block. If the CMO/tertiary commander is not a rated officer, forward the [Form 73](#) or [80](#) to the Division DAO for the OG/CC block.

2.3.1.3.7. GFR officially submits the waiver request to HQ DCMA-AO using the "[DCMA-AO WAIVERS AND APPROVALS](#)" distribution list on the global directory in Outlook. The waiver package includes:

2.3.1.3.7.1. [AO Form 1](#). Include recommendations with justification from the GFR to include any APT member's non-concurrence. Note any APT members that did not participate in the review and the reason (for waivers not involving flight operations or aircrews). Include applicable contract number(s) contained within the Justification Section.

2.3.1.3.7.2. [ORM/risk mitigation plan](#) from contractor;

2.3.1.3.7.3. Contractor's formal request;

2.3.1.3.7.4. ARFF Questionnaire completed by APT's CSS if applicable. The information must be provided by the contractor as part of their waiver request, but it is the CSS's responsibility to complete;

2.3.1.3.7.5. Third party written agreements (MOAs/LOAs) if applicable;

2.3.1.3.7.6. All other justifying and substantiating documentation.

2.3.1.3.8. Submit waiver package to HQ DCMA-AO using the "[DCMA-AO WAIVERS AND APPROVALS](#)" distribution list on the global directory in Outlook.

2.3.1.3.9. HQ DCMA-AO shall route the waiver through the AO HQ and forward to the appropriate Service waiver authorities. Following Service authority decision HQ DCMA-AO will provide the CMO commander and GFR the waiver decision. GFR provides final waiver decisions to contractor, ACO and Program Office.

2.3.1.4. **Contract Changes.** Requests to modify contract requirements ~~are accomplished through the use of the Electronic Document Access (EDA) system. All such requests are should be~~ routed through the ACO to the PCO for action. ~~DCMA ACOs should ensure all Requests for contract modifications that relate to aircraft operations should be routed through the~~ ~~are coordinated with the GFR and APT. Before the ACO routes the contract change request to the PCO, the GFRs shall forward a copy of the request with recommendations through their~~ CMO commander, through the appropriate Division DAO to HQ DCMA-AO for comment. HQ 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.

2.3.1.5. **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 appropriate Division DAO to HQ DCMA-AO. Use the "[DCMA-AO WAIVERS AND APPROVALS](#)" distribution list on the global directory in Outlook when submitting all waivers. HQ DCMA-AO shall 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 normally approved. 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. Note: For Air Force waiver requests to [DCMA INST 8210.1](#) see additional guidance in paragraph 2.3.1.3 above.

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

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

2.3.2.1. **HQ DCMA-AO Approval/Coordination Requirements.** HQ DCMA-AO approvals are required for the following: multiple mission/design aircraft qualifications (paragraph 4.11.3); recommended alternative training plans for periods of reduced flight time availability (paragraph 4.13.4); orientation flights<sup>2</sup>, incentive flights, static displays, flight demonstrations/air shows/flyovers, and “other” flights (paragraph 4.15.4). All approval requests shall describe, using Operational Risk Management (ORM) methodology<sup>3</sup>, the process requiring approval, associated risks, and risk controls to be implemented to mitigate those risks. Use the ~~Waiver/Approval Request~~ DCMA-AO Forms 1 or 3 found on ~~eTools~~ [DCMA 360](#) when requesting approvals for multiple mission/design aircraft qualifications (paragraph 4.11.3), and recommended alternative training plans for periods of reduced flight time availability. Use the Orientation/Incentive Flight Request Form found on ~~eTools~~ [DCMA 360](#) 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 WAIVERS AND APPROVALS](#)” 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. Examples of frequently requested approvals can be found on the AO website/portal/SharePoint site.~~

2.3.2.2. **CMO Commander Coordination Requirements.** CMO commanders shall coordinate (as time permits) with HQ DCMA-AO on the following: cargo flights; passenger flights; and Rescue/Recovery/Severe Weather Evacuation Flights (paragraph 4.15.4.5).

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 shall be reported to the CMO commander ASAP. The CMO commander will ensure that the Division DAO and HQ DCMA-AO are informed within 24 hours. Deviations and alleged deviations from FAA or host nation flight regulations will also be reported immediately IAW Service guidance. Additionally, voluntary reporting of the flight violation in a Service Aviation Safety Action Program (ASAP) or the NASA Aviation Safety Reporting System is highly recommended.

2.3.4. **Flight Authorizations.** The CMO commander shall ensure flight authorizations are published for all flights under the [GFRC](#). All flights with DCMA personnel on board shall be authorized by the CMO commander or designee (usually the CFO). GFRs approve all flights flown under the [GFRC](#) 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 records will be maintained in accordance with applicable Service directives.

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<sup>2</sup> Orientation flights for foreigners must include an approved foreign visit request.

<sup>3</sup> CMOs may use the Risk Management process from any Service (RM/ORM/CRM).

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 the Division DAO and HQ DCMA-AO to obtain additional resources. Contracting officers should include APT inputs in aircraft operations contracts pre-award surveys.

2.5. **Supporting 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 **CAS** oversight regardless of a prime or tertiary relationship between two **Contract Administration Offices (CAOs)**. ***FAR 42.302(a) CAS functions can only be delegated to CAOs.***

2.5.1. ***Internal DCMA SCA Delegations.*** ***These*** delegation shall be channeled through the originating CMO commander to the CMO commander who is responsible for the other operating location. ***The*** delegations shall be commander-to-commander in order to provide positive ownership transfer of the aviation program, ***and are executed using the [DCMA Delegation eTool](#).*** SCA delegations accepted by a CMO will remain in effect for the duration of the referenced contracts. SCA delegations in effect during CMO Commander turnover remain in effect, unless revoked by either CMO Commander.

2.5.2. ***External (DCMA to Service) SCA Delegations.*** ***The [DCMA Delegation eTool](#) may not be accessible to Service CAOs. When this is the case, DCMA to Service CAO delegations must be in writing. Prior to executing an SCA Delegation to a non-DCMA organization check first to ensure the gaining organization is a CAO (see the Federal Directory of Contract Administration Services (CAS) Components). FAR 42.302 CAS requirements can be returned to the PCO when no Service CAO exists. Once the SCA Delegation Letter is approved and signed, the delegating CMO commander shall forward a courtesy copy to HQ DCMA-AO to increase HQ's situational awareness and enhance resource management. (NOTES: 1: DCMAS is exempt from the requirement to forward a courtesy copy to HQ DCMA-AO due to security requirements. Note 2: See FAR SubPart 42.2 for general information on SCAs. Note 3: See DCMA INST 8210.1, Chapter 7 and Attachment 7 for additional guidance on how to do written SCA delegations involving those CAS functions related to aircraft flight and ground operations.***

~~2.5.3.—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 1.8.8).—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 their respective DCMAO-AO Regional Support Team or DAO (as appropriate), on all SCA delegations involving aircraft~~



~~operations prior to executing the delegation letter. Once the SCA Delegation Letter is approved and signed, the delegating CMO commander shall forward a courtesy copy to HQ DCMA AO to increase HQ's situational awareness and enhance resource management. (NOTES: 1) DCMAS is exempt from the requirement to forward a courtesy copy to HQ DCMA AO due to security requirements. 2) Recommend reviewing the QA Delegating Surveillance Instruction (DCMA-INST 316, Delegate Surveillance—QA) prior to issuing QA Delegations.)~~

**2.6. Local Operating Procedures (LOPs).** The LOPs shall be developed to implement and integrate governing directives and to ensure safe, efficient, and effective mission accomplishment. 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 LOPs. CMO commanders are responsible for ensuring that the LOPs are developed for any site under their cognizance which involves aircraft operations. The procedures in the approved LOPs are applicable to all aircrews flying under the cognizance of DCMA, including Service aircrews flying pre DD-250'd aircraft. Service aircrews flying post DD-250'd aircraft are bound by their parent Service directives.

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

**2.6.2. Rated CMO Commander LOP Approvals.** Rated CMO commanders will approve their own LOPs and those of their tertiary units. Exception: Rated Tertiary CMO commanders may approve their unit's LOPs.

**2.6.3. Non-Rated CMO Commander LOP Approvals.** Non-rated CMO commanders will endorse their unit's LOP and forward them to the Division DAO for approval. Non-rated Tertiary CMO commanders who report to rated CMO commanders will follow the procedures in paragraph 2.6.2.

**2.6.4. 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 LOPs. The LOPs shall be organized, but is not limited to, the following mandatory items (Non-resident GFR LOPs must include asterisked items):

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

**2.6.4.2. All designations, delegations and appointments listed in paragraph 2.2.1\*.**

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

2.6.4.4. **Operational Risk Management (ORM).** The LOPs 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 include inputs from the procuring command *test and evaluation (T&E)* program staff, i.e., System Safety Risk Assessment (SSRA), Airworthiness Release limitations, etc. Any input that results in an increased ORM risk level will be addressed with the T&E staff prior to flight execution.)

2.6.4.5. **Facility Data Sheet\*.** As described in [DCMA INST 8210.1](#), this is a listing of important contact and contract information.

2.6.4.6. **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 *Technical Directive/Time Compliance Technical Order (TD/TCTO)* compliance processes, local orientation information, user feedback following each aircraft delivery, etc.

2.6.4.7. **Mishap Response Plan\*.** This plan will describe the CMO's 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 ([CSSO in Attachment 3](#)), DCMA command level, and Program Team that a reportable mishap has occurred. Additionally the mishap response plan should address immediate actions such as securing the accident scene, preserving evidence and toxicological testing requirements.

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

2.6.4.9. **Waivers\*.** Waivers are generally not permanent. All waivers shall be located in the LOPs and reviewed at least annually for applicability and upon change of CMO commanders.

2.6.4.10. **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. If this information is included in the Facility Data Sheet, no separate POC list is required.

2.6.4.11. **Other Required Elements.** Aircrew Eval Program (paragraph 4.12.2); Multi-Qual Currency (paragraph 4.13.2); Aircrew Training (paragraph 4.14); Fuel Requirements (paragraph 4.15.5.2); WX Requirements (paragraph 4.15.5.5); Briefing Guide (paragraph 4.15.6); Debriefing Requirements (paragraph 4.16).

## CHAPTER 3

### QUALITY

3.1. **Overview.** This chapter addresses the requirements for the QAR/QAS Safety of Flight (SOF) program, APT Corrective Action Requests (CAR) process, and conducting routine reviews/surveillance of the supplier's processes and quality trend data.

3.2. **Safety of Flight.** QARs/QASs are responsible for instituting a Safety of Flight program in accordance with [DCMA-INST 308, Safety of Flight \(SoF\) – QA](#), for contracts associated with aircraft that contain the contract quality clauses granting the Government's right of access and authority under FAR 52.246-2 through 52.246-8. The SoF plan shall reference any such existing contractor procedures related to impounding the aircraft and GFR procedures related to mishap reporting, and the roles and responsibilities of the QAR/QAS during other than normal duty hours or when GFR or GGR are not present on-site.

3.3. **Corrective Action Requests (CARs).** All members of the APT shall use the same CAR eTools system and process CARs as described in the [DCMA-INST 1201, Corrective Action Process](#). However, *per DCMA INST 8210.1, paragraph 7.12.1.*, 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. All CARs on SoF escapes must be annotated as level II or above.

#### 3.4. Contractor Oversight.

3.4.1. **Routine Audits.** 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 QAR/QAS should coordinate with the GGR to determine potential overlaps in the performance of audits/reviews of the certain supplier's processes, such as: *Non Destructive Inspection (NDT)*, calibration, welding, etc. This will enable a coordinated effort in accomplishing the required audits / reviews.

3.4.2. **SoF and FOD.** SoF Standard Platform and/or Local SoF lists specify FOD characteristics for specific SoF items. QA personnel shall actively engage with GFR and GGR to assist with Foreign Object Damage (FOD) surveillance, and tool control. In accordance with [DCMA-INST 308, Safety of Flight \(SoF\) – QA](#), QA personnel shall ensure that their roles and responsibilities in support of the surveillance of the FOD and Tool Control processes are included in their SoF Plan.

3.4.3. **Quality-Trend Data.** 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 1.8.9.8. 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.

## 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. Because completion of a DD-250 / Wide Area Workflow (WAW) signals the end of the contract work for each particular aircraft, transient TDY aircrew flying an aircraft that has already been inspected and accepted by the Government, as evidenced *by* the completion of a DD-250 / WAW, 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 *Executive* Director, Aircraft Operations (DCMA-AO) and be documented in the [Local Operating Procedures](#) (LOPs) (paragraph 2.6).

4.3. **Service Guidance.** For purposes of this Instruction, Service Guidance is defined as the procuring Service's regulations, instructions, flight manuals, field manuals, training circulars, 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-95-23, AR 40-501, AR 40-8, AR 600-105, TC 3-04.11, the Commander's Aircrew Training Program, FM 3-04.240, FM 3-04.300, TC 3-04.93 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 regulatory guidance that applies to their operation.

4.4. **Flight Acceptance Personnel Requirements.** Crew composition for Functional Check Flight/Acceptance Check Flight (FCF/ACF) missions shall consist of only 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 (including FCF/ACF training), 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(s), flight controls and landing gear systems. All flight required critical aircraft displays must be

fully operational and units must comply with Service standards for minimum essential equipment 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 undergoing FCF/ACF qualification or re-qualification training in accordance with Service Guidance<sup>4</sup>. Foreign Military personnel performing FCF/ACF functions on FMS contracts shall be current/qualified to their respective service requirements. Note: The CFO and/or GFR must coordinate through the Program Office to ensure the required clearances have been obtained for Foreign Military personnel flying within U.S. airspace.

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 official flight weather briefings, local airfield conditions, Notices to Airman (NOTAMs), [Avian Hazard Advisory System \(AHAS\)](#) information and for filing flight plans.

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<sup>4</sup> 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 (DOD *Flight Information Publications* (FLIP), *Flight Crew Information File* (FCIF), local procedures, etc.).

4.5.4. **Forms.** Weight and balance forms (if required), flight logs, performance planning cards/*Takeoff and Landing Data* (TOLD), wildlife strike forms ([USAF 853](#)) and hazard reporting forms (*Hazard to Air Traffic Report* (HATR), *Operational Hazard Report* (OHR), etc.).

4.5.5. **Airfield Diagrams.** To include (as required): runways, 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; visual aids to navigation, compass rose; obstructions to flight operations; and other pertinent airfield information that affects safe aircraft operations.

4.5.6. **Aeronautical Charts.** Aeronautical charts of the local area showing the following information, as applicable:

4.5.6.1. **Boundary of local flying area, FCF/ACF areas and profile routes.**

4.5.6.2. **Restricted or prohibited areas including Unmanned Aerial Systems/Remotely Piloted Aircraft (UAS/RPA) FAA Certificate of Authorization (COA) 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/wildlife hazard areas, midair collision potential/*Midair Collision Avoidance* (MACA), training routes, navigation runs 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. ***Air Traffic Control (ATC) coordination.*** Identify and coordinate flight operating areas and profiles with local ATC agencies. Approved DoD official call signs, if assigned, may be used to facilitate special ATC handling/flight routing.

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 positive or procedural 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 effects on local communities.

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

4.6.6. **Noise Abatement Areas.** Establish “fly neighborly” programs or local “no-fly” areas, routes/altitudes to minimize aircraft noise in the local flying area.

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, Host Nation documents, DoD 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 use the following format.

4.9.1. **FCIF Contents.** The FCIF shall 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 flight safety meetings<sup>5</sup>). Items in section I will be maintained for a maximum of 90 days or IAW Service Guidance whichever is greater. The current edition of the HQ DCMA-AO quarterly newsletter shall be a mandatory Section I FCIF item.

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, *operating handbook interim changes, hazard reports*). *The CFO is responsible for ensuring access to the Service's system of obtaining changes to operating handbooks and relevant Service guidance.*

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 shall 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. A local method shall be established for controlling/removing postings to the FCIF.

4.9.3. **FCIF Section I Distribution.** Units with flight operations (government and/or contractor) shall 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 shall contact the appropriate HQ 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. HQ DCMA-AO has established three e-mail distribution lists for the Services to use 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](mailto:AFMC.FCIF@dcma.mil))

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

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

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<sup>5</sup> Ensure no privileged information from flight safety meetings is stored in the FCIF

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](mailto:DCMA.FCIF@dcma.mil))

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

4.10.1. **Contractor Crewmember Approvals to Fly Under the GFRC.** All contractor crewmembers flying under [GFRC](#) 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 the GFRC.

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 funded 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 HQ DCMA-AO. Since local training is not normally included in the AO budget, any such plan must be coordinated with the member's

owning organization's budget POC before acceptance. Training programs may be tailored to individual qualifications. The flying history of the individual and a recommended syllabus shall be sent to HQ DCMA-AO. Funding mission essential training will be the responsibility of the member's owning organization using "F/O Mission Travel" Funds. 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. **Flight 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 HQ DCMA-AO for approval. Use the [DCMA-AO WAIVERS AND APPROVALS](#)" distribution list on the global directory in Outlook when submitting requests for multiple aircraft qualifications. 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 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 approval of HQ DCMA-AO. The CFO shall 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 4, 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 to include a no-notice evaluation program. 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 shall 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 *of* 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 HQ 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 shall solicit assistance 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, autorotations, 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 shall be conducted during daylight hours in visual meteorological conditions (VMC).

4.14.3. **Special Flight Rules Area Training.** For all flight operations within the Washington DC Special Flight Rules Area (SFRA) or the New York City Special Flight Rules Area (SFRA), DCMA pilots (MIL/GOVT CIV) must have completed the [FAA Safety Team \(FAAST\)](#) online training course for these areas ([ALC-55 for DC](#) and [ALC-79 for NYC](#)) prior to operations in these areas. A copy of the training certificate will be maintained in the aircrew training folder.

4.14.4. **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 abatement procedures (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 shall 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 shall be notified immediately. The aircraft will be returned to the contractor and the QAR shall be notified as soon as possible. In addition, the ACO shall 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. However, non-rated CMO commanders cannot approve flights. The CMO commander may designate the CFO or another rated individual to perform this function. In addition, a GFR signature on a [DCMA Form 644](#) (or GFR approved equivalent) is also required for all flights under [GFR](#) (see paragraph 4.15.2.3 below).

4.15.2.2. **Required Flight Authorization Information.** The CMO commander (or designee) shall ensure flight authorizations are published for all flights. The flight authorization shall include: the names, grade/rank, and flight function of all personnel; a designation to identify the pilot in command, the (air) 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 [GFR](#), even flights with Government only aircrews. The GFR's approval is required under [GFR](#) 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 [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 should 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<sup>6</sup>) 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” (see paragraph 4.15.4).

#### 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 of obtaining additional flight 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, paradrops, rappelling, combat off-loads, buoy drops and unlimited air-to-air maneuvering.

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<sup>6</sup> Extraordinary circumstances exist when neither the GFR nor 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.

4.15.3.6. **Developmental Test Flights.** Developmental Test Flights are normally flown by the contractor in conjunction with a *Research* Developmental *Test & Evaluation* (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 very low 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 shall 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 as crewmembers in Experimental Test Flights by DCMA personnel. Request shall be forwarded to HQ DCMA-AO and shall include as a minimum: A detailed description of the testing (approved test plan) 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. DCMA aircrews performing aircrew duties on experimental test flights must be qualified IAW their parent Service Guidance.

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 GFRs for the purpose of observing the in-flight performance of contractor personnel may be conducted during any contract flights. Flights by other rated DoD/Service supervisory personnel for the purpose of observing the in-flight performance of DCMA and/or contractor aircrews may not be conducted during test/ACF/FCF flights\*. Rated personnel authorized to perform supervisory observations are: DCMA Director, DCMA Executive Director of Aircraft Operations, ~~rated~~-DCMA-AO HQ staff officers/DoD civilian personnel, ~~rated~~-DCMAO-AO/*DCMAS-MHT*/DCMAI-AO staff officers/DoD Civilian personnel, *Regional commanders*, CMO commanders, and CFOs. Rated Service inspection team members as part of DCMA Air Operations Inspections allowed to perform supervisory flight evaluations include: (Air Force) AFMC/A3, AFMC/A3V, OG/CC, and OG/CD; (Army) AMCOP-CA, DES (ATZQ-ES); (Navy) AIR-09F1 and AIR-5.0F; (US Coast Guard) CG-41, CG-711, CG-931 and ALC. 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 shall complete training in ejection seat procedures for the type aircraft. Altitude chamber training is required for flights above 18,000 feet Mean Sea Level (MSL). Appropriate water, land and emergency egress training shall also be accomplished prior to flight. They shall also be briefed on mission profile, location and use of equipment, conduct during emergency situations, and prohibited activities. CMOs shall follow all applicable Service guidance for accomplishing flights under this paragraph. To the maximum extent possible rated Aircraft Operations Inspections (AOI) aircrew members shall be afforded the opportunity to conduct a supervisory flight during the AOI process depending on aircraft availability. (*\*Exception: Examiners assigned to AFMC/A3V administering evaluations on behalf of DCMA-AO are authorized to fly on initial FCFs and elevated risk test missions to administer supervisory flight evaluations, even in aircraft for which they are not qualified, but may not occupy a mandatory crew position without approval from DCMA-AO.*)

4.15.3.11. **Check Flights/Evaluations.** In conjunction with an AOI, qualified Service evaluators may perform pre-mission, flight and post-flight evaluations. These evaluations may be conducted orally, with written tests or in the aircraft/simulator. 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 requires HQ DCMA-AO approval. 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 HQ DCMA-AO approval. Use the "[DCMA-AO WAIVERS AND APPROVALS](#)" distribution list on the global directory in Outlook when submitting special flight approval requests.

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 HQ 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 or foreign personnel with the mission and capabilities of the 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 or the requesting Service. Requests for Orientation Flights must include a request from the buying activity (i.e. program office) and meet all Service requirements (including Service approval, congressional office coordination, if required, and foreign visitor approvals, if required). *CMOs may submit orientation flight requests without providing documentation of congressional office coordination or foreign visitor approvals, however, flight approvals will be contingent upon advance receipt of the applicable documentation.* Additionally, Army aircraft may require a single pilot waiver request package. The request shall be submitted to HQ DCMA-AO ~~for approval~~. The CFO shall establish profiles and procedures

for these flights, with special emphasis on passenger conduct, restrictions 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 only be flown on mission support sorties where a vacant cockpit seat is available. Under no circumstances shall a sortie be generated for the sole purpose of accomplishing an incentive ride. Under no circumstances shall an incentive ride be accomplished on an FCF/ACF/Test sortie. CMO commanders shall ensure the incentive flight complies with all appropriate Service Guidance (including Service approval if required). Requests for incentive flights should be forwarded to HQ DCMA-AO through the Division DAO.

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 authorized passengers with the approval of the owning Service. If time permits before the flight, coordinate intentions with HQ 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 shall receive appropriate security checks and shall be properly manifested.

4.15.4.4.4. **Passenger Briefing.** The passengers shall 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 shall 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 HQ 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 HQ 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 DoD/Service Guidance/forms, 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 the Division DAO to HQ DCMA-AO. The Division DAO shall add their written recommendation to the package. The GFR will submit the request (including all applicable documentation: AO Form 1, AO ORM, Contractor's Request, etc.) to HQ DCMA-AO, who will then coordinate the request with the appropriate Service. These requests must be submitted to HQ 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 HQ DCMA-AO. Requests for exceptions should be submitted by the CMO commander, to HQ 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 and any onboard traffic advisory equipment.

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. **Weight and Balance.** The Pilot in Command (PIC) shall certify the aircraft weight and balance IAW Service directives. Pre-computed forms may be used.

4.15.5.4. **Use of Portable Electronic Devices.** Use of portable electronic devices (Electronic Flight Bags, iPads, tablets, notebook computers, smart phones, audio/video recording devices) during flight and ground operations will be IAW applicable Service Guidance and applicable airworthiness/technical releases. This does not preclude approved aircraft instrumentation devices during approved testing.

4.15.5.5. **Weather Requirements.** CFOs shall establish takeoff / landing ceiling (in feet) and visibility minimums (in statute miles) 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 shall be IAW Service directives and will also be delineated in the facility's LOP.

4.15.5.5.1. **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:

4.15.5.5.1.1. **Bomber, Cargo, Tanker, Patrol, and Trainer Aircraft:** 1,500 feet and 3 miles.

4.15.5.5.1.2. **Fighter, Attack, and Reconnaissance Aircraft:** 3,000 feet and 3 miles.

4.15.5.5.1.3. **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 use Service Guidance special VFR minimums unless a higher minimum is required at the airfield.

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

4.15.5.5.2.1. **Bomber, Cargo, Tanker, Patrol, and Trainer Aircraft:** 1,000 feet and 3 miles.

4.15.5.5.2.2. **Fighter, Attack, and Reconnaissance Aircraft:** 1,000 feet and 3 miles.

4.15.5.5.2.3. **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.

4.15.5.5.3. **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.

#### 4.15.5.6. **Required Daylight Operations.**

4.15.5.6.1. **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.

4.15.5.6.2. **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 (Air) 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** (IMSAFE, etc.).

4.15.6.9. **Other Items As Required by Service/LOPs** (e.g., Flight Risk Assessment/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.** HQ 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.** A MOA between the supported flight unit and the CMO commander is required to establish training, travel, record keeping, qualification and accountability requirements. While HQ 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 FLT OPS' 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 HQ DCMA-AO through the Division DAO.

## 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 the contractor is planning on changing internal procedures that are referenced in GFR approved Procedures to ensure the changes are not executed prior to APT review and GFR approval. APTs shall establish a comprehensive 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/absorbent material) / expendable tools / supplies, and personal items etc., and a clean-as-you-go policy. Contractors may be using contractor supplied tools, personal tools, GFE tools or a combination of the three. 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. **Airfield and Facility Vehicle Operation.** Vehicle operation (to include self-propelled equipment) in proximity of aircraft, aircraft components and support equipment, safe operating speeds, spotter requirements for backing, and vehicle pre-operational/safe-to-operate inspection requirements.

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

5.2.5. **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.

5.2.6. **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.

5.2.7. **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 individual's overdue training. Applicable Service Guidance should be used and referenced in the contractor's Procedures.

5.2.8. **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, seats and explosive canopy systems.

5.2.9. **Engines/APUs/Taxi.** Ensure training, certification and currency procedures are documented, well established and followed. Ensure correct and current publications are used/ followed by technicians permitted to operate *Auxiliary Power Units (APUs)*, engines, or taxi aircraft. APT members and AOI auditors should observe these operations to ensure compliance.

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

5.2.11. **Hydraulic Fluid Contamination.** Ensure procedures exist for the prevention of hydraulic fluid contamination on the aircraft, removed components, *Ground Support Equipment (GSE)*, and hydraulic test equipment used for operational checks of removed components.

5.2.12. **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 prevention measures are in place.

5.2.13. **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."

5.2.14. **Weight and Balance.** Ensure proper training and certification requirements are being met. Procedures should include applicable Service/commercial guidance.

5.2.15. **Tire and Wheel Servicing.** 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) and proper storage/inflation of tires/wheels. Applicable Service/commercial guidance should be referenced in contractor procedures.

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

**5.2.17. 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.

**5.2.18. Battery Handling and Storage.** Ensure proper separation exists for NICAD, lithium-ion 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).

**5.2.19. 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. DCMA QARs / QASs may be certified on this process during QA development. GFRs should rely on both the GGR and QAR / QAS APT members when reviewing this procedure.

**5.2.20. 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 supervisors and employees, and identify responsibilities for preventing unauthorized aircraft movement and preventing access to aircraft by unauthorized personnel.

**5.2.21. 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.

**5.2.22. Life Support.** If applicable, ensure proper storage, inspection, and documentation of life support equipment. GGRs 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.).

**5.2.23. 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.

**5.2.24. 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.

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

5.2.26. **Safe-for-Flight Release.** The process that certifies the aircraft is safe for flight. Review items to include: applicable servicing, inspections, scheduled/unscheduled maintenance, weight and balance, all non-conformances that would preclude flight have been corrected, all deferred non-conformances have been evaluated and documented as “safe for flight” by those certified to make that determination, appointment of release authorities in writing, and process for release.

## CHAPTER 6

### SAFETY

6.1. **Overview.** CMO commanders of DCMA flying units will establish an aviation 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 6.9.

6.2. **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 aviation safety awareness mindset. Safety officers (the Aviation Safety Officer (ASO) or GFR for units with no ASO) administer the program, but leaders at all levels establish the proper aviation safety culture to ensure DCMA operates safely and effectively.

6.3. **Operational Risk Management.**<sup>7</sup> ORM is an analytical process for identifying hazards, assessing risks, and implementing controls to reduce the risk associated with any operation. Depending on the Service, it may also be known as Composite Risk Management (CRM) or simply Risk Management (**RM**), but all Services use a similar 5-step process. ORM techniques are described in the GFR/GGR/ASO Certification Courses and by each each of the Services' risk management publications.

6.3.1. **ORM and Teaming.** CMO commanders are responsible for ensuring the use of Operational Risk Management (ORM) in day-to-day activities. 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.

#### 6.3.2. **Special Requirements for T&E flights.**

6.3.2.1. **ORM.** 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 HQ DCMA-AO.

6.4. **Aircraft Operations Training Seminar (AOTS) and Safety Stand-Down.** AOTS is a safety stand down training requirement for all military flight operations personnel, Contract

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<sup>7</sup> Operational Risk Management (ORM) is used to standardize terminology used in this publication.

Safety Specialists and QARs who are members of an APT. AOTS is conducted semi-annually, in the Spring and Fall, using distance learning technologies (Defense Connect On-Line (DCO)/e-Connect, teleconferencing, and/or videoconferencing.) Dates of the AOTS will be coordinated by HQ DCMA-AO NLT 60 days prior and detailed instructions will be published in a DCMA tasking memorandum.

**6.4.1. Required Attendees.** CFOs, GFRs, GGRs, and military flight crewmembers, as well as CSSs/CSMs and QAR / QAS personnel who are members of an APT, shall attend DCMA's AOTS as part of their required semi-annual training. Registration for AOTS in the DCMA Course Registration e-tool is required. It is the responsibility of the CMO Commander to certify and document required APT member attendance at AOTS and document any required waivers/makeup training. When circumstances prevent attendance, CMO commanders shall submit requests for relief from this requirement for their personnel using the procedures outlined in paragraph 2.3.1 and paragraph 2.3.1.1 for obtaining a waiver to DCMA INST 8210.2; however, an ORM review is not required. Required personnel shall make up the training by reviewing the AOTS briefing slides or other content within 30 days of the event. AO personnel who miss the training due to deployments shall complete the training within 30 days of their return. Defense Acquisition University (DAU) Continuous Learning Points (CLP) can be credited for AOTS attendance.

**6.4.2. CMO Commanders.** All CMO commanders with flight operations, additional QARs/QASs performing aircraft surveillance but not part of an APT, Property Administrators and ACOs are also highly encouraged to attend this semi-annual safety training.

**6.5. Aviation Safety Officer (ASO)/Non-Commissioned Safety Officer (NCSO) Appointments.** All DCMA units with flight operations conducted by DCMA aircrews will appoint 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. A GGR may also 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 6.8 and 6.9, 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 6.6.8). ASOs shall attend the DCMA 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.

**6.6. 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 safety culture and overall mishap prevention and safety awareness programs. [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 6.6.8)]. ASOs are encouraged to use supplementary guidance and procedures available from each Service safety regulations to help implement these programs.

6.6.1. **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 or techniques. 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 supervisory 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 to determine elevated risk triggers. See paragraph 6.3 for more information regarding ORM.

6.6.2. **Safety Meetings.** [DCMA INST 8210.1](#) Chapter 6 describes required contractor safety meetings. The following mandatory DCMA *flight and ground* safety meetings for units with DCMA flight operations closely mirror those requirements. Units are highly encouraged to consolidate *flight and ground* safety meetings with the contractor when appropriate<sup>8</sup>. The CMO commander or his/her ~~designated representative~~ *deputy* shall attend these *DCMA flight and ground safety* meetings on a consistent basis *to show command level emphasis in safety*. 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(ing) 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, flight-line maintenance practices, etc.

6.6.2.1. **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.

6.6.2.2. **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.

6.6.3. **Safety Literature.** ASOs will obtain and distribute safety literature to all unit crewmembers (Service safety/industry safety magazines, posters, mishap reports from similar aircraft, AO Safety Newsletter, etc.).

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

6.6.4.1. **Access to Safety Reports.** ASOs or GFRs should obtain access to the *Navy's Web Enabled Safety System (WESS)*, *the Air Force Safety Automate System (AFSAS)*

<sup>8</sup> If combined, privileged safety information must not be shared without approved contractor nondisclosure statements.

or *the Army's Risk Management Information System (RMIS)* as appropriate. AFSAS accounts are approved by HQ DCMA-AO safety. Contact Services to obtain an RMIS or WESS account. If unable to obtain a Service mishap report, contact HQ DCMA-AO Safety ([AO.Safety@dcma.mil](mailto:AO.Safety@dcma.mil)).

6.6.4.2. **Privileged Information.** (See [DODI 6055.07](#), Enclosure 5). Service safety investigation reports frequently contain privileged information. ASOs should work with their Office of Counsel and HQ DCMA-AO Safety if they have any questions regarding the concept of privileged information. ASOs will ensure CMO personnel do not wrongfully use, forward electronically, 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. Privileged information will not be shared with contractor personnel unless the requirements of [DODI 6055.07](#), Enclosure 5, and paragraph 6 have been complied with. (Non-disclosure Agreement requirements). Contractor mishaps investigation reports are not considered privileged, but may contain contractor proprietary information and/or Personally Identifiable Information (PII). Email encryption will be used whenever privileged or contractor proprietary/PII information is included in the email body or attachments.

6.6.5. **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.

6.6.6. **Hazard Identification and Elimination Procedures.** 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. DCMA APT members may also be the first to detect a potential hazard in new production aircraft. ASOs will establish a methodical, comprehensive manner of addressing these safety concerns, including the commander on all applicable issues. Formal Service hazard reporting programs (OHR/HATR/HAZREP/*Continuous Maintenance Availability (CMAV)*), both ground and air, are an important part of this program and ASOs should mirror these programs to the maximum extent possible.

#### 6.6.7. **Bird/Wildlife Aircraft Strike Hazard (BASH).**

6.6.7.1. **BASH Programs.** The intent of this program is to prevent avoidable bird/wildlife 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 see AFI 91-202). This requirement can be met by an existing BASH/bird condition reporting system at the host airfield (coordinate with airfield manager). BASH programs at overseas locations depend on host nation support and regulations (See also NATO STANAG 3879). DCMA activities will evaluate those plans to ensure the spirit of this instruction is complied with to the maximum extent possible. Additionally, the [Avian Hazard Advisory System \(AHAS\)](#) will be used to obtain current and historical bird condition data. 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. Additional guidance on developing an effective BASH program can be found in the new National Aerospace Standard (NAS) 412.

6.6.7.2. **BASH Reporting.** In the event a bird/wildlife strike occurs during DCMA flight operations, submit AF IMT 853 and the DCMA mishap notification Form 6 if damage exceeds Class D threshold criteria. Additionally, process the remains for specimen identification to the Smithsonian bird identification team IAW instructions in block 26 of the AF IMT 853. 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. Pre-made bird strike collection kits with forms, PPE and collection bags are highly encouraged.

6.6.8. **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/flying clubs, distributing MACA awareness literature to local flying organizations, etc. ASOs/GFRs shall contact all local military installation safety offices within a 50 mile radius to determine if they have a MACA program established and provide information on the contractor and Government flight activities at their facility for inclusion in the local military installation's MACA pamphlet. If a MACA plan is not established within 50 miles, the locally developed MACA plan will be uploaded to the <http://seeandavoid.org> website.

6.6.9. **ASO Spot Inspection Program.** ASOs shall 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. Each inspection will be documented and pertinent findings forwarded to the CMO commander. Examples of items to inspect include aircrew flight planning, pre-flight briefings, post-flight debriefings, flight line safety, etc. The ASO spot inspection program should not be confused with contractor surveillance operations/plans. The ASO spot inspection program audits and ensures DCMA flight operations are conducted in a safe and effective manner, whereas an APT surveillance plan covers contractor operations.

6.6.10. **Flight Line Safety Program.** The flight line is a dangerous environment. APT members shall ensure that all personnel with access to the flight line are in compliance with all local FOP/GOP flight line safety procedures including flight line driving procedures and FOD prevention programs.

6.7. **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 flight line. The CSS/CSM shall monitor the contractor's safety program and hold the contractor accountable for following legally mandated and contractually specified safety standards (e.g. NFPA, NAS, ANSI). 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.

6.7.1. **Standards.** Aircraft contracts should contain safety requirements as the primary source of safety guidance. Safety requirements are drawn from DFARS, Service Guidance, DCMAI 8210.1, the industrial safety community, MIL-Standards, National Aerospace Standards, and frequently, Appendix C on AF contracts and Appendix J on Navy contracts. They provide guidance on such issues as fire protection, scaffolding, hoisting and rigging, fall protection, 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 may have overlapping responsibilities and authority, and assistance should be sought when needed.

6.7.2. **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.

6.7.3. **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 Logistics Agency Energy. 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 DLA Energy 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.

6.7.4. **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 Unified Facilities Criteria (UFC) and other contract specific guidance. CSS/CSMs must review the contract, *and* 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.

6.7.5. **HAZMAT.** Contractors must have procedures in place to address acquisition, storage, use and disposal of Hazardous Materials (HAZMAT) that meet local, state, federal, or host nation environmental regulations. DCMA contract safety personnel should review the effectiveness of HAZMAT programs. However, final responsibility for HAZMAT remains with the contractor and the applicable state and federal EPA agencies or host nation equivalents. HAZMAT definition includes explosive materials, flammable/combustible materials, toxic materials, and other products as defined by OSHA or EPA.

6.7.6. **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](#), to be inserted in all contracts and subcontracts involving A&E. This is relative to aircraft contracts since most military aircraft have some type explosive devices installed (squibs, explosive cartridges, ejection seat rocket motors, etc.). 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.

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

6.8.1. **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.

6.8.1.1. **Contractor's Mishap Response Plan.** [DCMA INST 8210.1](#), Chapter 6, paragraph 6.1.13., 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, preservation of evidence (oil samples, records, photographs, etc.) and toxicological testing IAW paragraph 6.8.2. 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 6.1.13. requirements.

6.8.1.2. **Government's Mishap Response Plan.** The Government's mishap response plan should be written so that all unit personnel can execute it. This plan focuses on ensuring that contractors execute their plans, preserving evidence (securing applicable military/government records and accomplishing toxicological testing IAW paragraph 6.8.2), and mishap notification. Additionally, this plan should address public affairs procedures keeping in mind the Tri-Service Agreement designates press releases as a responsibility of the Service. ASOs are encouraged to coordinate and garner support from local military facilities to the maximum extent possible (emergency ordnance disposal (EOD), casualty notification, Command Post coordination, safety message distribution, etc.).

6.8.1.3. **Mishap Response Exercises.** DCMA units will conduct recurring mishap response exercises every six months. These exercises should include contractor personnel to the

maximum extent possible. One of the semi-annual mishap response exercises should be aligned with the contractor's annual mishap response exercises. Many units make the mistake of assuming they know how to do certain steps in the plan without actually verifying that the procedures in place really work or that the contact information in the plan is current and verified. CMO commanders, ASOs, and GFRs should ensure that every step of their mishap response plan is executable and understood by all personnel. Mishap notification email testing may be accomplished by inserting EXERCISE, EXERCISE, EXERCISE in the mishap notification email subject line.

**6.8.2. 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 Medical Examiner System/Division of Forensic Toxicology \(AFMES\)](#) web site for current information on toxicological testing procedures, protocols, specimen requirements, shipping instructions and forms. A legally defensible chain of custody shall be maintained on all toxicological specimens. This can be accomplished by using [AFMES Form 1323](#).

**6.8.2.1. Criteria.** As a minimum, DCMA crewmembers involved in mishaps in which an aircraft is destroyed<sup>9</sup>; a fatality occurs; property damage is expected to exceed \$500,000; three or more personnel are inpatient hospitalized; or any permanent total or permanent partial disability is sustained; will be tested.<sup>10</sup> Contractor personnel will be tested IAW DCMA INST 8210.1 criteria. Testing of government personnel normally takes place at the nearest military medical treatment facility; however, other civilian medical providers may draw, handle and ship samples per the AFMES guide if required.

**6.8.2.2. 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).

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

**6.9. 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.). DCMAS GFRs will make all mishap notification IAW the appropriate Program Security Guide. ASOs/GFRs should ensure that the unit's Mishap Response Plan clearly conveys the following notification requirements.

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<sup>9</sup> Excludes UAS/RPA Group 1-3 destroyed aircraft

<sup>10</sup> Army Regulation 385-10 requires testing of Army crewmembers at Class C threshold (\$50,000)

6.9.1. **Notification Criteria.** Notification shall be made using HQ DCMA-AO Form 6 for all Aircraft (Ground, Flight or Flight-Related) mishaps, bird strikes and FOD incidents, when there is damage to DoD/non-DoD property estimated to meet or exceed \$20,000 (Class D threshold)(includes cost of component repair/replacement and actual labor hours); or IAW other dollar values included in the contracts that apply; or there is an 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. Additionally, all flight Class E incidents (precautionary landing, engine rollback, physiological event, etc.), and dropped objects, will be reported via email notification to AO-Safety.

6.9.2. **Mishaps Reporting Per DCMA INST 8210.1C.** DCMA INST 8210.1C, paragraph 6.1.10 states that contractors “will notify the GFR of all damage (at or above \$2000) to aircraft “in the open”. Under these newly defined rules, any production aircraft not wholly outside the contractors facilities that sustains damage would require no reporting per 8210.1C since pre-DD-250 aircraft are considered to be “contractor mishaps” per DODI 6055.07 and not DoD mishaps, thus pre-DD-250 aircraft not “in the open,” may be considered by the contractor to be not reportable. However, it is still important to track and trend all mishaps. The GFR/ACO may need to invoke the mishap reporting clause DFARS 252.228-7005, to compel the contractor to report mishaps meeting the newly defined criteria. Invoking 252.228-7005 requires the contractor to report all “pertinent facts” concerning mishaps. Mishaps (\$20,000 and above) involving pre-DD-250 production aircraft not “in the open” may still be reported using the DCMA Form 6.

6.9.3. **Classification Criteria.** The Services categorize mishaps by the severity of the incident (damage/replacement costs, injuries), the systems involved, and the environment in which the incidents occur. Aircraft mishap classifications include (flight, flight-related, and ground operations). For non-aviation mishaps, refer to the DCMA Safety and Occupational Health reporting guidelines. While the Services base their mishap classification systems on the same instruction, [DoDI 6055.07, \*Accident Mishap Notification, Investigation, Reporting, and Recordkeeping\*](#), 11 June 2011 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:

6.9.3.1. **Army:** AR 385–10, [The Army Safety Program](#), ~~27 August 2007 4 October 2011, (includes Rapid Action Revision date of 4 October 2011 27 November 2013.~~

6.9.3.2. **Navy/USMC:** OPNAVINST 3750.6 series, [Naval Aviation Safety Program](#), dated 1 March, 2001.

6.9.3.3. **Air Force:**

6.9.3.3.1. **AFI 91-204**, [Safety Investigations and Reports](#),

6.9.3.3.2. **AFM 91-223**, [Aviation Safety Investigations and Reports](#), and

6.9.3.3.3. **AFM 91-224**, [Ground Safety Investigations and Reports](#).



6.9.3.4. **Coast Guard: COMDTINST M5100.47, Safety and Environmental Health Manual** [http://www.uscg.mil/directives/listing\\_cim.asp?id=5000-5999](http://www.uscg.mil/directives/listing_cim.asp?id=5000-5999)

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

6.9.4.1. **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 6.9.1 (above), the ASO/GFR shall immediately contact the Cognizant Service Safety Officer (CSSO) for the aircraft involved (see [Attachment 3](#)). 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.

6.9.4.2. **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:

6.9.4.2.1. **For “Class A” Mishaps With Fatalities or Total Loss of Aircraft.** Immediately notify the CMO commander and HQ DCMA-AO Safety via telephone or AO Safety cellphones if after duty hours. If unable to speak to any member of HQ DCMA-AO Safety, leave a message and use the list of HQ DCMA-AO personnel from the DCMA website version of [Attachment 2](#) to achieve positive verbal contact with a member of HQ 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 HQ DCMA-AO, who will pass the information to the Director, DCMA. Complete and transmit the DCMA Aircraft [Mishap Notification Message](#) (see Paragraph 6.9) within 4 hours. This paragraph does not apply to the total loss of an aircraft, including UAS/RPA whose total cost is less than \$2 million (normally Group 1-3) unless fatalities occurred.

6.9.4.2.2. **For Other “Class A”, “Class B”, “Class C”, and “Class D” Mishaps.** Complete and transmit the DCMA Aircraft [Mishap Notification Message](#) (see Paragraph 6.9) within 8 hours.

6.9.4.2.3. **DCMA Aircraft Mishap Notification Message ([Attachment 4](#)).** 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 4](#) and located on the DCMA-AO web page. HQ DCMA-AO Form 6 is a fill-able 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](mailto: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.” For mishap response drills or system tests, edit the notification email subject line with “EXERCISE, EXERCISE, EXERCISE”.

6.9.4.2.4. **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 HQ DCMA-AO Safety ([AO.Mishap@dcma.mil](mailto:AO.Mishap@dcma.mil)) every 30 days until the mishap investigation is officially complete. A completed contractor mishap report with root cause and corrective action or a Service report case number is required to close out a mishap notification. 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.

6.9.4.2.5. **Reports From Service Safety Investigations.** Service “Safety” investigations create Limited Use reports which include Privileged information. The board president/Service Safety Centers for these investigations are 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 6.9.4.2.4, simply provide the Service case number in the notification form.

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

6.9.4.3.1. **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 level 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 HQ 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](#).

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

6.9.4.3.3. **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.

6.9.4.3.4. **Laser Incidents.** Inflight laser incidents will be reported IAW [FAA Advisory Circular \(AC\) 70-2](#) and the FAA laser incident reporting website at: <http://www.faa.gov/go/laserinfo>, and, via email to [ao.safety@dcma.mil](mailto:ao.safety@dcma.mil). If aircraft damage or injuries are sustained, report IAW paragraph 6.9.4.2.2.

6.9.5. **Other Mishap Historical Records.** Unit safety personnel will track all incidents that fall below the DODI 6055.07 Class D cost threshold (currently \$20K) for local trend data and historical analysis. The “Less than Class D” information will be maintained locally by the GFR/ASO. At a minimum, the “Less than Class D” data will track cost, schedule impact if any, root cause (human error, material failure, FOD or unknown.), a short description of the incident and action taken to prevent future occurrences. These records shall be maintained for two years and be made available to HQ DCMA-AO Safety upon request. Unit safety personnel should also coordinate with the Property Administrator to ensure that these incidents are processed under the liability limitations of the [GFRC](#), and not under any property clauses.

6.9.6. **Flying Hour Reporting.** Flight hours, number of sorties, and number of deliveries, shall be tracked and forwarded to DCMA-AOS by the 10th of each month IAW the HQ DCMA-AO Chief of Safety current reporting procedures (Excel spreadsheet/SharePoint/APMO) as directed.

## 6.10. DCMA Involvement in Mishap Boards.

6.10.1. **Interim Boards.** For USAF Class A/B mishaps, an interim safety investigation board may be formed at the direction of the CSSO. Interim Boards for USN and US Army mishaps are not normally formed, but the CMO/APT and contractor mishap response efforts (securing & preserving the scene, impounding evidence, etc.) normally suffice until a formal USN or US Army Board is appointed and has assumed lead of the investigation.

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

6.10.3. **Class C/D Boards.** If the Services assign the responsibility of investigating a Class **C/D** mishap to the contractor, then the contractor investigates the mishap and provides the GFR with the report for review. Use the applicable Service instructions and format for mishap investigations when conducting these investigations (see paragraphs 6.9.3.1, 6.9.3.2, & 6.9.3.3.1. above) if required by the contract. All Class C safety investigations not accomplished by the Service shall be routed to HQ DCMA-AO for endorsement before sending the results to the Services.

6.10.4. **DCMA Support to Service Boards.** Occasionally, support is requested from DCMA for Service mishap investigations. This could range from interpreting contractor aircraft operations policies (8210.1, DFARS, etc.), to requesting contractor or Government quality

records. All requests to support Service Safety Boards should be referred to HQ DCMA-AO Safety. The AO Chief of Safety will serve as the single point of contact to the requesting Service Safety Board.

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## CHAPTER 7

### AIRCRAFT OPERATIONS RISK ASSESSMENT

7.1. **Overview.** Aircraft Operations are inherently risky, therefore mitigation and assessment tools are necessary. HQ DCMA-AO Risk Assessment provides DCMA Leadership additional resources to augment the continuous risk management processes conducted at the CMO. Aircraft Operations Inspections (AOI) are structured, risk-based evaluations of DCMA managed facilities with aircraft operations using highly experienced aviation professionals. The goal of an AOI is to look at both Government and contractor operations to determine where the Government's risk lies and how well that risk is mitigated in order to prevent mishaps. AOI Team Lead in coordination with the Risk Assessment Program Manager may adjust team composition and duration of the AOI based on the scope of operation. AOI 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. An AOI team will include inspectors from Naval Aviation Maintenance Management Team (NAVAIR/AMMT), Air Force Material Command Standardization and Evaluation (AFMC/A3V), Army Directorate of Evaluation and Standardization (DES), and associated Service/Agency evaluators to the maximum extent possible when applicable.

#### 7.1.1. AOI Objectives.

7.1.1.1. To analyze AO processes as part of an overall Operational Risk Management (ORM) program.

7.1.1.2. To appraise the government and contractor's ability to proactively address risk in order to effectively and safely conduct ground and flight operations.

7.1.1.3. To provide the CMO commander an assessment of how effectively the unit, the APT, and the contractor are teaming to mitigate risk.

7.1.1.4. To provide DCMA leadership an assessment of risk at a DCMA unit with aircraft operations.

7.1.1.5. To improve overall operations by analyzing, trending, and disseminating AOI results and best practices throughout the AO Enterprise in order to mitigate risk and better support the Warfighter.

7.1.2. **AOI Methodology and Risk Assessment Criteria.** The inspection is administered objectively through the use of *standardized inspection guides*. Furthermore, the AOI team members use their subject matter expertise and experience to provide a 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 7, Risk Assessment Code Matrix* is used.

7.1.2.1. **Colors and Risk Ratings.** All evaluated elements, sub-elements, and **writes-ups** receive a COLOR / RISK rating as shown in *Attachment 7, COLOR / RISK Ratings*.

7.1.2.2. **Accountable Codes and Status Codes.** See *Attachment 7, AOI Report Definitions* for a complete list.

7.1.2.3. **AOI Elements and Sub-Elements.** See *Attachment 7, AOI Elements and Sub-elements* for a complete list.

### 7.1.3. **Out-Of-Cycle (OOC) AOI.**

7.1.3.1. **Overview.** An OOC AOI may be required due to previous site risk assessment or direction. OOC AOIs may evaluate a single Sub-Element, an entire Element, or measure all Elements and comprise a complete AOI, at the discretion of the DCMA-AO Executive Director. Team size will vary with the scope of the OOC AOI and may be as small as one or two individuals.

7.1.3.2. **Triggers.** Directed and Required are the two types of OOC AOIs. The DCMA Director or DCMA-AO Executive Director may trigger a Directed OOC AOI *when conditions warrant*. DCMAS/DCMAI/DCMAO Commander/Director, or Regional Commander/Director may request a Directed OOC AOI. A Required OOC AOI will be accomplished following an AOI if one Element is assessed as Red/High Risk, unless waived by the DCMA Director.

7.1.4. **Post-AOI Correction Action Plan.** The AOI Team Lead's final report is used 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 OOC AOI. Processes in Chapter 8, Corrective Action Plans and CMO Risk Advisory Boards are used to mitigate elevated risk identified during the AOI.

## 7.2. **AOI Scheduling.**

7.2.1. **Criteria.** Once an APT is delegated to a new site, an initial AOI will be scheduled within approximately 24 months. Subsequent AOIs shall be conducted at DCMA facilities approximately every 24 months thereafter. Note: The DCMAS-DAO will schedule and conduct all Special Programs AOIs using previously program-briefed personnel to the maximum extent possible.

7.2.2. **Annual Scheduling Cycle.** The Risk Assessment Program Manager will begin coordination of the AOI schedule several months prior to the start of a new fiscal year. Internal coordination shall include the Division DAOs as well as DCMA-QA, DCMAO-QAA and DCMAO-LSS. External coordination will include NAVAIR/AMMT, AFMC/A3V, DES, and associated Service/Agency evaluators as applicable.

7.2.3. **AO Executive Director Approval.** When coordination of the AOI schedule is complete, the Risk Assessment Program Manager will finalize the schedule and forward it to the Executive Director, Aircraft Operations via the Operations Director for approval and signature.

7.2.4. **Schedule Publishing.** The Risk Assessment Program Manager will publish an AOI schedule in August for the next fiscal year on the *[DCMA-AOO 360 site](#)* and distribute via email. The published AOI schedule will act as official notification to DCMA units of an impending



AOI. Additionally, 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 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.

7.2.4.1. **Schedule Finalization.** 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 their respective DAO who subsequently coordinates with the AO Risk Assessment Program Manager. When the schedule is changed, DCMA-AO Risk Assessment *will notify* DCMA-AO, DCMA-QA, DCMAL, DCMAS, DCMAO (to include Regional Commanders), DCMAO-LSS, NAVAIR/AMMT AFMC/A3V, DES, and associated Service/Agency evaluators (as applicable) to identify that there is a change to the schedule.

7.2.5. **Matching Teams to Schedule.** 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.

7.2.6. **Trigger Date.** OOC AOI Scheduling is based on the "trigger date," defined as the date of publication of the AOI Final Report, or date of memorandum directing an OOC AOI. An OOC AOI required as the result of one element assessed as Red/High Risk will be scheduled approximately 90-180 days after the trigger date, and the CMO commander will be notified within approximately 30 days. The intent is to allow sufficient time for corrective actions to take effect. *A Directed OOC AOI will be scheduled as appropriate based on the conditions that warranted the inspection. HQ DCMA-AO will coordinate the notification timeline and execution dates with the applicable Division DAO.*

### 7.3. AOI Team.

#### 7.3.1. Composition and Responsibilities.

7.3.1.1. **AOI Team Lead.** Responsible to the Risk Assessment Program Manager 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 all aspects of the AOI site project located on the HQ DCMA-AO Operations *360 site*. 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 and individual recognition. Prepares the out-brief slides and reviews the executive summary and detailed report. Forwards the final version of the executive summary, detailed report, and out-brief slides as described in *Attachment 7, Post AOI Documentation and Actions*. Briefs DCMA senior

leadership on the AOI results (if required). Provides feedback to the Risk Assessment Program Manager and Chief of Standardization and Evaluation for improving the AOI program.

7.3.1.2. **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. Coordinates with Standardization and Evaluation Superintendent for delegated AOI site project tasks. 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.

7.3.1.3. **Element Leads.** Reports directly to the Team Lead for the duration of the inspection. Responsible for the team members and evaluations within their respective element. Provides 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 the AOI Team Lead and Deputy Team Lead daily on current status. Reviews evaluation results/inputs 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 observation and coordinates with the AOI Team Lead for approval. Performs additional duties as required by the AOI Team Lead and Deputy Team Lead. Attends the CMO Commander's out-brief. Elements are assigned as follows:

7.3.1.3.1. **Command and Administration Element Lead.**

7.3.1.3.2. **Flight Operations Element Lead.**

7.3.1.3.3. **Ground Operations Element Lead.** Two GGRs are required to inspect most operations.

7.3.1.3.4. **Quality Element Lead.** Two QARs will typically be scheduled for sites with three or more aircraft type model series.

7.3.1.3.5. **Safety Element Lead.**

7.3.1.4. **Team Member.** Responsible to the respective Element Lead. Performs evaluations as directed by the team and element leads. Annotates evaluations and documents the results daily. Identifies and provides supporting narratives to justify notable strengths and outstanding performers. Performs additional duties as required by the team and element leads.

7.3.1.5. **Service Inspection Team Member.** Service subject matter experts such as the AMMT, DES, and AFMC/A3V may be assigned as element leads or team members. Service inspection results may also be included in the AOI detailed report.

7.3.1.6. **OJT Observer.** GFR/GGR OJT observers may accompany AOI team members during a visit; however, they are not members of the AOI team.

7.3.2. **AOI Team Member Nomination and Appointment.** Individuals with exceptional technical expertise and experience will be nominated by CMOs, DCMA-QA, DCMAO, DCMAI, DCMAS, and DCMAO-LSS to HQ DCMA-AO for consideration as an AOI team member upon request. As a general guideline, personnel should have certain prerequisite training accomplished before nomination as outlined in Table 7.1 [AOI Training Table](#).

7.3.3. **AOI Team Member Training.** The Risk Assessment Training and Policy Coordinator will coordinate the scheduling of OJT training with the trainee and the Director of Risk Assessment and monitor the trainee’s progress. AOI OJT checklists located on the [DCMA-AOO 360 site](#) are the final training block required for certification as an AOI Team Member. Upon completion of AOI OJT training, team members shall be appointed in writing by the HQ DCMA-AO Chief of Standardization and Evaluation. Lead/Deputy nominees will interview with the HQ DCMA-AO Director of Operations. Chief of Standardization and Evaluation determines AOI team member training requirements and is the waiver authority.

**AOI Training Table 7.1.**

	ASO Course	GFR/GGR $\leq$ 5 Yrs	AGSC $<$ 5 Yrs	AOI OJT (3)	**Lead Auditor Training	CMO 101	A/C Commodity Certification	DAWIA Level 2 PQM or PM
Lead	R	R	D	R	D			D
Deputy	R	R	D	R	D			D
Flight	R	R	D	R	D			D
Ground		R	D	R	D			D
Quality				R	D	R	R	R
Safety	D		R	R	D		R	R

R - Required    D - Desired    \*\*Public or Private sector course

**Minimum requirements for nomination:**

**Lead / Command Admin** – Military O-4, W-4, GS-13, or above (Aerospace Background)

**Deputy** – Military E-8, GS-13 or above (Aerospace Background)

**Flt Ops** – Military rated pilot, military aircrew, or Government civilian equivalent

**Ground** – Military maintenance officer, military maintenance NCO (E-7 or above), or Government civilian equivalent

**Quality** – Recommended by DCMA-AOO Quality Assurance Specialist

**Safety** – Recommended by DCMA Contract Safety, Aircraft team lead and/or DCMAO-LSS

7.4. **AOI Process.** See Attachment 7, *AOI Preparation, Execution, Post Actions, and Product Distribution & Management*.

7.4.1. — 90 Days Prior to AOI Visit (OCONUS AOIs only).

7.4.1.1. — The Deputy Team Lead Will:

~~7.4.1.1.1. Contact the unit under evaluation to discuss lodging, as well as any unique uniform, protocol, and transportation requirements. Obtain a unit address and contact information for the DCMA Form 5.~~

~~7.4.1.1.2. Coordinate with DCMAI on Country Clearances. Distribute DCMA Form 5 to all team members. Require all team members to complete and return the form to the Deputy Lead NLT 55 days prior to AOI. A PDF version of the DCMA Form 5 is located on the main page of the DCMA AOO 360 site under, AOI Team Info.~~

~~7.4.1.1.3. Coordinate with DCMA HQ Security and DCMAI for all theater and country clearance requirements. These may include but are not limited to; Survival, Evasion, Resistance and Escape (SERE) CBT, Anti-Terrorism Level 1, Isolated Personal Report (ISOPREP), any additional training as specified by the Foreign Clearance Guide, and overseas security travel briefing.~~

~~7.4.2. Prior to the 60-day AOI Notification, the Superintendent of Standardization and Evaluation will ensure a site project is established on the DCMA AOO 360 site.~~

~~7.4.3. 60 Days Prior to AOI Visit.~~

~~7.4.3.1. The AOI Team Lead will:~~

~~7.4.3.1.1. Contact HQ DCMA AO Risk Assessment Program Manager to ensure that funds are available for the AOI visit.~~

~~7.4.3.1.2. Send an e-mail notification to the Prime CMO commander, tertiary CMO commander (if applicable), and CMO commander with SCA for APT support (if applicable). Courtesy copy the primary GFR (or GGFR, as applicable), AO Operations Director, and AO Risk Assessment Program Manager. Example letter is located on the DCMA AOO 360 site. The AOI deliverables are also identified in this Attachment, Tab 5—CMO Pre-deliverables.~~

~~7.4.3.1.3. Send an e-mail notification to the AOI team, including AOI team members in training, Service inspection team members, and GFRs/GGRs scheduled for OJT, as applicable. Courtesy copy the AO Operations Director and AO Risk Assessment Program Manager. Example notification letter is located on the DCMA AOO 360 site. Ensure that the AOI team is aware of the requirement to comply within the timeline.~~

~~7.4.3.1.4. Obtain a copy of the previous AOI report for the unit under evaluation. Ensure all AOI team members have access to a copy of the previous report. AOI reports can be accessed on the DCMA AOO 360 site.~~

~~7.4.3.1.5. Verify with the Superintendent of Standardization and Evaluation that the DCMA AOO 360 site workspace has been established. The AOI Reports and Pre-Deliverables PPT brief under AOI TEAM INFO on the DCMA AOO 360 site provides guidance for managing AOI reports, briefs, and pre-deliverables in DCMA 360.~~

~~7.4.3.2. The Deputy Team Lead (or other team member designated by AOI Team Lead) will:~~

~~7.4.3.2.1. Coordinate with the Superintendent of Standardization and Evaluation to subscribe APT members to the DCMA 360 site workspace and inform the GFR that the workspace is established and available for use.~~

~~7.4.3.2.2. Coordinate travel and lodging in accordance with JFTR, JTR, and HQ DCMA AO travel guidance. Forward lodging reservations and confirmation numbers to all team members.~~

~~7.4.3.2.3. Consider amenities that facilitate the AOI team when coordinating lodging:~~

~~7.4.3.2.3.1. Near the unit under evaluation with easy access. Note: The location of some lodging can lead to unacceptably long commute times to/from the unit.~~

~~7.4.3.2.3.2. Internet access in rooms and a printer available.~~

~~7.4.3.2.3.3. Dining and exercise facility within a proximate distance.~~

~~7.4.3.2.3.4. Rooms available for all team members.~~

~~7.4.3.2.3.5. No cost meeting room on site is desirable.~~

~~7.4.3.3. 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).~~

~~7.4.3.4. The APT under evaluation shall: Provide the Deputy Team Lead (or other team member designated by AOI Team Lead) with information concerning lodging, directions, and security requirements.~~

~~7.4.4. 50 Days Prior to AOI Visit:~~

~~7.4.4.1. Deputy Team Lead will file country and theater clearances with DCMA International (if OCONUS AOI). Use the DCMA Form 5 to provide all the required information.~~

~~7.4.5. 45 Days Prior to AOI Visit:~~

~~7.4.5.1. The AOI Team Lead will contact the CMO commander to discuss expectations and concerns.~~

~~7.4.5.1.1. Coordinate with the GFR/CFO to schedule the flight by supervisory personnel. If the aircraft/team member availability falls outside of the AOI, include the Risk Assessment program manager in coordination for any necessary adjustments.~~

~~7.4.6. 30 Days Prior to AOI Visit:~~

~~7.4.6.1. The APT shall notify the contractor in writing that an AOI will be conducted.~~

~~7.4.7.—21 Days Prior to AOI Visit:~~

~~7.4.7.1.—The AOI Team Lead will:~~

~~7.4.7.1.1. Ensure the documentation provided by the APT under evaluation is uploaded to the DCMA AOO 360 site workspace.~~

~~7.4.7.1.2. Forward the pre-deliverables and a copy of the previous AOI report to all team members without HQ DCMA AOO 360 access (e.g. AFMC/A3V, DES, and NAVAIR/AMMT).~~

~~7.4.7.2.—The Deputy Team Lead (or other team member designated by AOI Team Lead) will develop a transportation plan IAW HQ DCMA AO Travel Guidance that is most advantageous to the Government for lodging, airport pick-up/drop-off, and transportation to/from the unit under evaluation. Forward the transportation plan to all team members, specifying which team members will make rental car reservations.~~

~~7.4.7.3.—The APT under evaluation shall:~~

~~7.4.7.3.1. Provide the Deputy Team Lead with the AOI Workcenter Information Request, this Attachment, Tab 6.~~

~~7.4.7.3.2. Coordinate approval for AOI Team photography to provide objective evidence for risk evaluation with APT.~~

~~7.4.7.3.3. Ensure all pre-deliverable documentation, is uploaded to the DCMA AOO site workspace.~~

~~7.4.8.—14 Days Prior to AOI:~~

~~7.4.8.1.—The AOI Team Lead will:~~

~~7.4.8.1.1. Send out a draft AOI schedule for coordination with team members and the APT of the unit under evaluation. AOI Team Leads are encouraged to use paragraph 7.5, AOI Execution, to developing a draft AOI schedule. The schedule for Day 1 of the AOI should be coordinated with the AOI Team Lead and APT to determine the sequence of events. The recommended briefing sequence is AOI Team Kick-Off meeting (typically the day prior), CMO commander in brief, and APT/contractor brief to the AOI team.~~

~~7.4.8.1.2. Verify with the CMO commander or GFR who will be in attendance at the CMO commander in brief.~~

~~7.4.8.2.—All AOI team members will:~~

~~7.4.8.2.1. Review the documentation received from the unit under evaluation and the previous AOI report.~~



~~7.4.8.2.2. Contact their counterpart at the unit under evaluation and discuss the AOI process and any special interest items that may be evaluated.~~

~~7.4.8.2.3. Request any special documentation to be made available during the visit that may be useful (e.g., the Ground Operations Element Lead may request historical FOD data).~~

~~7.4.8.2.4. 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.~~

~~7.4.8.2.5. Request that there be a knowledgeable point of contact assigned to each applicable sub-element during the AOI visit.~~

#### ~~7.4.9.—7 Days Prior to AOI:~~

##### ~~7.4.9.1.—The AOI Team Lead will:~~

~~7.4.9.1.1. Identify and resolve any open issues such as visit scheduling or lack of pre-visit documentation. E-mail the final schedule to the CMO commander, APT, and AOI team.~~

~~7.4.9.1.2. In coordination with the APT determine the preferred format/media resources for the Day 1 briefings (e.g. e-mailed files or approved external drive). Ensure that a backup copy of each briefing is available.~~

~~7.4.9.2.—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.~~

##### ~~7.4.9.3.—All AOI team members will:~~

~~7.4.9.3.1. 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.~~

~~7.4.9.3.2. Possess copies (electronic preferred) of the following:~~

~~7.4.9.3.2.1.—A current copy of the APT Reference Book Volume I and Volume II and applicable Element AOI Inspection Guide.~~

~~7.4.9.3.2.2.—Previous AOI report for the unit under evaluation.~~

~~7.4.9.3.2.3.—Current template for their element’s portion of the detailed report.~~

~~7.4.9.3.2.4.—Other documentation sent by the AOI Team Lead.~~

~~7.4.9.3.2.5.—Ensure they have all technical administrative items (e.g. external hard drive, disks) needed. The unit under evaluation is not responsible for providing anything other than basic administrative supplies (e.g., printer paper, pens, staplers, etc.).~~

~~7.4.9.3.2.6. Ensure they have all personal protective gear needed for the AOI visit (e.g. rain gear, steel-toed boots). The unit under evaluation is not responsible for providing anything other than basic protective gear (e.g., protective glasses, foam ear-plugs).~~

~~7.4.9.4. The APT of the unit under evaluation shall:~~

~~7.4.9.4.1. 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.~~

~~7.4.9.4.2. Ensure the room for the CMO commander in-brief/out-brief has been reserved.~~

~~7.5. AOI Execution:~~

~~7.5.1. Travel Arrival Day. The travel arrival day is normally Sunday, unless the AOI Team Lead determines that the size and scope of the unit under evaluation requires traveling on another day.~~

~~7.5.1.1. The Deputy Team Lead will:~~

~~7.5.1.1.1. Collect hotel room numbers from all team members and disseminate to the AOI Team.~~

~~7.5.1.1.2. Ensure all team members receive the tax exempt form listed on GSA's website that exempts taxes for the Individually Billed Accounts.~~

~~7.5.1.1.3. Ensure Element Leads have the most current electronic version of their portion of the detailed report.~~

~~7.5.2. AOI Team Kick-Off Meeting:~~

~~7.5.2.1. The AOI Team Kick-Off Meeting is for AOI team members and OJT personnel only.~~

~~7.5.2.2. The AOI Team Lead will conduct this meeting prior to the CMO commander in-brief. Use the standardized AOI Team kick-off brief found on the DCMA AOO-360 site, under AOI Documents. The brief includes the following items:~~

~~7.5.2.2.1. Introduction of team members~~

~~7.5.2.2.2. AOI visit schedule~~

~~7.5.2.2.3. Inspection philosophy~~

~~7.5.2.2.4. Inspection Do's and Don'ts~~

~~7.5.2.2.5. Risk assessment reporting~~

- ~~7.5.2.2.6. Local area items~~
- ~~7.5.2.2.7. Detailed Report procedures~~
- ~~7.5.2.2.8. Detailed Report milestones~~

~~7.5.2.3.—AOI Team Dress Code. AOI team members will dress in appropriate professional attire. Civilians shall wear business casual. Military personnel shall wear flight suits, utilities or Class B uniform. The Team Lead will ensure adherence to the AOI dress code to the appropriate level.~~

~~7.5.2.4.—Inspection Conduct. The inspection generally begins immediately following the in-brief. Throughout the inspection, AOI team members will:~~

~~7.5.2.4.1. Ask the following questions about each observed element and sub-element:~~

~~7.5.2.4.1.1. Does a program exist and conform to existing guidance?~~

~~7.5.2.4.1.2. Is the program adhered to and documented?~~

~~7.5.2.4.1.3. What risks/issues are associated with the program and how well are they being mitigated?~~

~~7.5.2.4.1.4. Are there any notable strengths and/or outstanding performers?~~

~~7.5.2.4.2. Observe how well the APT works together and how well it works with the contractor. Additionally, observe safety, product quality, and property issues, then provide your inputs to the appropriate team member.~~

~~7.5.2.4.3. Take thorough and specific notes. Ensure that the basic questions of “who, what, when, where, and why” are answered.~~

~~7.5.2.4.4. Request APT assistance, if digital photography is needed, to properly capture an observation.~~

~~7.5.2.4.5. Observe all operations that affect (directly or indirectly) their element/sub-element, including back shops and aircraft assembly areas.~~

~~7.5.2.4.6. Complete the appropriate sections of the detailed report daily as elements and sub-elements are evaluated.~~

~~7.5.2.4.7. 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 this Attachment, Tab 2.~~

~~7.5.3.—Day 1 of the AOI.~~

~~7.5.3.1.—The AOI Team Lead will:~~

~~7.5.3.1.1. Plan on the AOI team arriving at the unit under evaluation at least 60 minutes prior to the first meeting to allow time for security clearance issues and briefing room set-up.~~

~~7.5.3.1.2. Conduct the CMO commander in brief. Time, location, and medium is left to the discretion of the Team Lead depending upon CMO commander's location and availability. At a minimum, the following items should be discussed (a sample briefing template is located on the DCMA AOO 360 site):~~

~~7.5.3.1.2.1. Definition of an AOI~~

~~7.5.3.1.2.2. AOI team members~~

~~7.5.3.1.2.3. AOI elements and sub-elements~~

~~7.5.3.1.2.4. Assessment philosophy~~

~~7.5.3.1.2.5. Risk assessment~~

~~7.5.3.1.2.6. AOI team schedule~~

~~7.5.3.1.2.7. Deliverables~~

~~7.5.3.1.2.8. No constructive change~~

~~7.5.3.1.3. Ensure all APT members are unsubscribed from the DCMA AOO 360 site workspace.~~

~~7.5.3.2. 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.~~

~~7.5.3.3. 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.~~

~~7.5.3.4. 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 risk areas and steps that have been taken to mitigate that risk.~~

~~7.5.3.5. Facilities Tour. The APT/contractor should provide an orientation tour, not exceeding 30 minutes, to familiarize the AOI team members with the facility.~~

~~7.5.3.6. Daily AOI Team Recap.~~

~~7.5.3.6.1. Only members of the AOI team, OJT Observers, and Service inspection team members will attend this meeting.~~

~~7.5.3.6.2. During the Daily AOI Team Recap, the AOI team members will brief write-ups, sub-elements completed and the next day's inspection schedule to the AOI Team Lead. Time is critical, so it is important that every team member collect their thoughts and remain concise.~~

~~7.5.3.6.3. 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.~~

~~7.5.3.7.—Daily Hot Wash. During the Daily Hot Wash, the AOI team members will provide a brief summary to 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 that 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 are implied” if the contractor is present.~~

~~7.5.4.—Days 2-3 of the AOI.~~

~~7.5.4.1.—All AOI team members should complete the appropriate sections of the detailed report as elements and sub-elements are evaluated.~~

~~7.5.4.2.—Following the Daily Hot Wash, the AOI Team Lead will brief the CMO commander on the status of the inspection and finalize the next day's schedule.~~

~~7.5.5.—Day 4 of the AOI.~~

~~7.5.5.1.—The AOI Team Lead will:~~

~~7.5.5.1.1. Complete the CMO Commander's out-brief slides per paragraph 7.6 Post AOI Documentation and Actions.~~

~~7.5.5.1.2. Review and refine the Executive Summary and draft the Detailed Report (if no Deputy Team Lead).~~

~~7.5.5.1.3. Conduct a review of the out-brief (“Murder Board”) with all AOI team members.~~

~~7.5.5.1.4. Pre-brief the CMO commander on the results of the AOI.~~

~~7.5.5.1.5. Upload the PDF version of the draft Executive Summary and, if complete, PowerPoint version of the out-brief to the DCMA AOO 360 site, AOI/SAV REPORTS.~~

~~7.5.5.1.6. NLT end-of-day, forward the DCMA AOO 360 site link, in AOI/SAV REPORTS, for the draft Executive Summary and, if complete, the out-brief slides via e-mail to the applicable Regional distribution list as outlined in paragraph 7.7 AOI Distribution and File Name Format.~~

~~7.5.5.2.—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, X.X Post AOI Documentation and Actions, and provide to the AOI Team Lead.~~

~~7.5.5.3.—All AOI team members will:~~

~~7.5.5.3.1. Assess level of risk of the discrepancies discovered based on the RAC. 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.~~

~~7.5.5.3.2. Coordinate with other element leads to de-conflict write-ups. Assess proper annotation of discrepancies under the appropriate element/sub-element and do not duplicate write-ups.~~

~~7.5.5.3.3. Identify individual outstanding performers and provide a one paragraph justification for each to the AOI Team Lead for consideration.~~

~~7.5.5.3.3.1.—Justification must be based on a tangible/measurable impact on safe and effective operations. Performance/contribution must be above/beyond expectations. Examples include; development of a process, tool, technique, etc., that enhanced mission effectiveness/safety.~~

~~7.5.5.3.4. Complete and turn in their portion of the Detailed Report to the AOI Deputy Team Lead NLT 1000.~~

~~7.5.6.—Day 5 of the AOI—Travel Departure Day.~~

~~7.5.6.1.—CMO Commander's 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 on the overall risk level of his unit (contractor, military, and joint) at the conclusion of the AOI. Prior to the CMO commander's out-brief, ensure that the CMO commander and tertiary commander, as applicable, received the Executive Summary and out-brief slides. Plan on the AOI team arriving at least 1-hour prior to the meeting to allow for briefing room set-up.~~

~~7.5.6.1.1. 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. Briefing government only discrepancies when contractors are present is left to the discretion of the AOI Team Lead. Observation write-ups (see this Attachment, Tab 3) shall not be included in the AOI out-brief if the contractor will be attending. In this case, the Observations will be briefed separately to the CMO.~~

~~7.5.6.1.2. At a minimum, the following items should be discussed (a sample briefing template is located on the HQ DCMA AOO 360 site):~~

~~7.5.6.1.2.1.—AOI team members~~

~~7.5.6.1.2.2.—Assessment philosophy~~



~~7.5.6.1.2.3. Risk assessment~~

~~7.5.6.1.2.4. No constructive change~~

~~7.5.6.1.2.5. AOI Summary~~

~~7.5.6.1.2.6. AOI Elements~~

~~7.5.6.1.2.7. AOI Results Comparison~~

~~7.5.6.1.2.8. Deliverables~~

~~7.5.6.1.3. For units under evaluation that are geographically separated from their CMO commander, the location and medium of the out brief is determined by the Team Lead following coordination with the CMO commander.~~

~~7.5.6.1.4. The CMO commander of the unit under evaluation will determine who will be in attendance. Contractor personnel may attend this meeting at the invitation of the CMO commander.~~

~~7.5.6.1.5. The AOI Team Lead should conduct this brief in its entirety and should speak for the entire AOI team.~~

~~7.5.6.1.6. Element Leads should be ready to address specific issues.~~

~~7.5.6.1.7. The AOI Team Lead, Deputy Team Lead, and Element Leads are required to attend the CMO commander's out brief. The AOI Team Lead may excuse other team members from the out brief on a case-by-case basis.~~

~~7.5.6.1.8. At applicable locations, HQ DCMA AO will augment the AOI team with Service inspection teams. The AOI Team Lead shall incorporate their additional expertise to provide a comprehensive final report and out brief. All AOI corrective action will be addressed in accordance with Chapter 8 of this instruction and data recorded in the CAP database will be shared with applicable Service inspection teams.~~

~~7.6. Post AOI Documentation and Actions. Documenting the AOI consists of preparing and distributing the Executive Summary, Detailed Report, CMO commander's out brief and DCMA Senior Leadership Brief. The AOI Team Lead will provide a report to the CMO commander at the conclusion of the AOI. 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. Due to the potential proprietary data, AOI Team Leads will ensure all AOI documentation is marked "FOR OFFICIAL USE ONLY - MAY CONTAIN PROPRIETARY DATA - DO NOT RELEASE TO ANY NON-GOVERNMENT PERSON WITHOUT FIRST CONSULTING GENERAL COUNSEL." The AOI Team Lead shall also brief DCMA senior leadership on overall results with elevated risk. Distributed electronic copies of the Executive Summary, out brief slides, and Detailed Report shall be formatted in Adobe Acrobat.~~

~~7.6.1.— Final Detailed Report.— A DCMA AOO 360 link to the report and briefing will be provided via email to the applicable distribution list as outlined in paragraph 7.7.1.— AOI Distribution and File Name Format.— The final report will include the following products:~~

~~7.6.1.1.— An Executive Summary~~

~~7.6.1.2.— A detailed assessment of all elements and sub-elements evaluated during the AOI.~~

~~7.6.2.— Post AOI Actions:~~

~~7.6.2.1.— NLT 3 duty days (6 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:~~

~~7.6.2.1.1. Forward the DCMA AOO 360 link for the draft version of the Detailed Report in PDF format via email to the applicable Regional distribution list as outlined in paragraph 7.7.1.— AOI Distribution and File Name Format.~~

~~7.6.2.2.— 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:~~

~~7.6.2.2.1. Electronically sign and upload the final PDF version of the Detailed Report and PowerPoint version of the out-brief to the DCMA AOO 360 site, AOI/SAV REPORTS.~~

~~7.6.2.2.2. Forward the DCMA AOO 360 link for the final version of the Detailed Report via e-mail to the CMO commander of the unit evaluated and the applicable Regional distribution list as outlined in paragraph 7.7.1, AOI Distribution and File Name Format.~~

~~7.6.2.2.3. When appropriate, after the completion of the AOI, the AOI Team Lead will send a brief after action e-mail to the Risk Assessment Program Manager and Chief of Standardization and Evaluation outlining concerns and/or suggestions for AOI process improvements that may need to be considered.~~

~~7.6.2.3.— 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.~~

~~7.6.2.4.— After receiving the final version of the Detailed Report and CMO commander out-brief slides, HQ DCMA AO Operations will determine if any notable strengths can be distributed throughout the DCMA Aircraft Operations community to improve operations.— HQ DCMA AO Operations will disseminate strengths quarterly via the Safety Newsletter and will ensure that proper credit is given to the originators of the program or process.~~

~~7.6.3.— 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 within approximately 90 days following completion of the report. In addition, directorate level aircraft operations staff members (DCMAO AO, DCMAS MHA, and DCMAI HTI) shall brief AOI results to directorate leadership, ensuring these directorate level briefings occur prior to HQ DCMA AO briefing the DCMA Director.~~

~~7.6.3.1.—At the completion of the AOI visit, the AOI Team Lead or Deputy Team Lead will:~~

~~7.6.3.1.1. Contact the AO Risk Assessment Program Manager to schedule the AOI Senior Leadership Briefing.~~

~~7.6.3.1.2. Support the Risk Assessment Program Manager in developing the brief.~~

~~7.6.3.1.3. Brief 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.—AOI Distribution and File Name Format.~~

~~7.7.1.—AOI Executive Summary and Out Brief. Email the DCMA AOO 360 site links to the Adobe Acrobat versions of the Executive Summary and PowerPoint version of the out brief. Paste the content of the Executive Summary into the body of the e-mail and the subject line of the Executive Summary into the subject line of the email. Send to the following:~~

~~7.7.1.1.—Prime CMO commander and secondary/tertiary commander, as applicable,~~

~~7.7.1.2.—Applicable Regional Outlook distribution lists: AOI DCMAE, AOI DCMAC, AOI DCMAW or AOI DCMAI. Note: The Regional distribution lists are managed by the HQ DCMA AO Risk Assessment Program Manager. The Regional distribution lists include the following individuals:~~

~~7.7.1.2.1. DCMA AO Executive Director, DCMA AO Deputy Director, DCMA AO Operations Director, DCMA AO Risk Assessment Program Manager and DCMA AO Chief of Standardization and Evaluation~~

~~7.7.1.2.2. Director and Deputy Director DCMAO or the Commander and~~

~~7.7.1.2.3. Deputy Director of DCMAI (as applicable)~~

~~7.7.1.2.4. Aircraft Operations Director, DCMAO or DCMAI (as applicable)~~

~~7.7.1.2.5. Director, DCMAO-LSS~~

~~7.7.1.2.6. DCMA-QAA~~

~~7.7.1.2.7. Applicable Regional Commander~~

~~7.7.2.—AOI Draft Detailed Report. Email the DCMA AOO 360 link to the Adobe Acrobat version of Draft Detailed Report. In the subject line of the email include the following: “[Place~~

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of Performance] AOI Draft Detailed Report.” In the body of the email include the following: “The detailed report is attached for review. The report will go final on [DATE].” Send reports and briefings to the following:

~~7.7.2.1.—Applicable Regional Outlook distribution list: AOI DCMAE, AOI DCMAC, AOI DCMAW or AOI DCMAI.~~

~~Note: Do NOT include CMO commander(s) or AOI team in this distribution. At the AOI Team Lead’s discretion, the draft Detailed Report may be sent in a separate email to AOI team members for their review.~~

~~7.7.3.—AOI Final Detailed Report. Email the DCMA AOO 360 link to the Adobe Acrobat version of the Detailed Report. In the subject line of the email include the following: “[Place of Performance] AOI Final Detailed Report.” In the body of the email include the following: “[Place of Performance] AOI Final Detailed Report is attached.” Send to the following:~~

~~7.7.3.1.—CMO commander and secondary/tertiary commander, as applicable.~~

~~7.7.3.2.—Applicable Regional Outlook distribution list: AOI DCMAE, AOI DCMAC, AOI DCMAW or AOI DCMAI.~~

~~7.7.4.—File Name Format for Out Brief, Executive Summary, and Final Detailed Report. File names shall follow this format: [Fiscal Year\_Place of Performance\_(KTR at PoP)\_AOI\_Report]. Example formats representing various products:~~

~~7.7.4.1.—[2014\_Cecil\_Field\_(Boeing)\_AOI\_Report]~~

~~7.7.4.2.—[2014\_Cecil\_Field\_(Boeing)\_AOI\_Outbrief]~~

~~7.7.4.3.—[2014\_Cecil\_Field\_(Boeing)\_Draft\_AOI\_Report]~~

~~7.7.4.4.—[2014\_Cecil\_Field\_(Boeing)\_Draft\_Executive\_Summary]~~

## CHAPTER 8

### DCMA AVIATION ENTERPRISE CORRECTIVE ACTION PLANS (CAP) and CMO RISK ADVISORY BOARDS (CRAB)

8.1. **Overview.** Corrective Action Plans *and* CMO Risk Advisory Boards (**CRAB**) are used to mitigate elevated risk identified during an AOI. There are Four primary elements associated with this process: (1) development of a Corrective Action Plan (CAP) – by the unit evaluated, (2) a CMO Risk Advisory Board to review CAPs – (a HQs function), (3) a performance indicator for tracking risk across the enterprise, and (4) initiation of Board Chairman triggers.

#### 8.2. Corrective Action Plan (CAP).

8.2.1. **Definition.** A CAP is a set of actions taken to mitigate or remove hazards and/or their causes (known as root causes) associated with an AOI 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 corrective actions.

8.2.2. **Purpose.** The purpose of entering CAPs into a common ~~database~~ **eTOOLS application** is to allow senior managers the ability to monitor risk areas and to share mitigation strategies across the Aircraft Operations Enterprise. The advantage of **using** the ~~DCMA Workspace Portal~~ **Aviation Program Maintenance and Operations (APMO) 2.0 eTOOLS application** is that it allows all designated staff, CMOs, and APT members access to a **central application** via the internet. Note: DCMAS is exempt from any requirements to use the CAP database due to security constraints, and instead will use the internal SP database that will be managed by the DCMAS DAO. All aspects of the CAP/CRAB process will be duplicated with corresponding SP personnel. **APMO is currently the only approved application to be used for managing CAPs. All entries, CAP development, subsequent review actions and approval of CAPs conducted by APT members, GFRs, CMO Commanders' approval, Regional GFR/GGRs, Function Reviews (QA/CSS), DAOs, and HQ AO shall be performed in APMO.**

8.2.3. **CAP Philosophy.** All write-ups with elevated risk documented in a HQ DCMA AOI report shall have a CAP developed and entered into DCMA's **Aviation Program Maintenance and Operations (APMO) 2.0 eTOOLS application**. ~~Workspace Portal Database titled "AO CAP Database."~~ The philosophy is that each elevated risk identified shall have its own specific mitigation plan.

8.2.3.1. **Elevated Risk** is defined here as an item whose probability of occurrence and severity combine in the [Risk Assessment Code Matrix in Attachment 7, Tab 1](#) to support a Risk Assessment Code (RAC) of Yellow or higher. CAPs reviewed during the CRAB process shall be closed when documented corrective actions have removed the root cause, mitigated risk, **subsequent program audits have identified no recurring findings identified in the CAP,** and the APT has recommended the CAP be closed at a minimum. In some cases if one of these elements cannot be completed, discussions between the APT, **DAO, and CRAB Board Chairman and CAP/CRAB Program Manager** will determine if the CAP warrants closure. **with**

documented risk. 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 or accept risk to the Government. *In some instances a CAP may remain open during several CRAB reviews due to a waiver submission/processing, contract review, service or program office reviews, DCMA quality or safety reviews or other factors. During quarterly CRAB reviews the APT, International / Directorate DAOs or others may request additional resources or assistance. Ensure efforts to mitigate risks and strategies developed are continuous and documented in the Corrective Action Block when an “elevated discrepancy write-up or observation” (CAP) remains open for an extended period for any reason. The continuous review and approval process for CAPs at the CRAB ensures that senior leadership is aware of risk issues and may apply resources as necessary to mitigate or accept risk to the Government. An additional benefit of entering CAPs Once entered into the AO CAP Database APMO eTOOLS application is that, these plans can be reviewed at all levels to 1) monitor progress and 2) share mitigation strategies across the AO Enterprise.*

8.2.3.2. *DAOs have requested HQ AO to also create a CAP Record for all (GREEN) AOI discrepancy write-ups and observations to assist them in managing marginal risk. DAOs shall develop internal policies to track and close Green discrepancy write-ups and observations to include monitoring APT progress to mitigate these risks, conducting reviews and close CAPs. shall review (GREEN) recommendations observations and AOI discrepancy write-ups. DAOs will monitor APT progress to mitigate these risks, close CAPs, and generate policy within their organization to track these discrepancies. To ensure the closure of Green discrepancy write-ups and observations the Directorate and International DAO shall prepare a consolidated list of discrepancies and observations to be closed on a monthly basis. On the first of each month forward the list to the HQ AO CAP/CRAB Program Manager to implement closure actions. Green discrepancy write-ups and observations shall not be discussed during the CRAB and any actions conducted by APTs or DAOs are not subject to review by HQ AO.*

8.2.4. **Timely Closure of CAPs.** The overarching goal is to ensure that elevated risks where CAPs have been generated are closed within one year from identification. It is incumbent upon the APT to coordinate contractor actions, provide oversight and guidance to ensure root causes are permanently removed, initiate actions to management for resources as required and finally recommend closure of individual CAPs. A *combination* ~~elimination~~ of an aggressive scoring criteria and triggers employed by the Board Chairman and CRAB Program Manager shall be used. Understandably there are times when actions may take longer, although the risk *is* in many cases *is* still elevated and grading/triggers must reflect this.

8.2.5. **Corrective Action Plan Trigger Process Overview.** A CAP is required anytime an elevated risk to safe and effective aircraft operations has been identified (*discrepancy or observation*) at a contract facility and documented in a formal AOI report. Once an elevated risk has been identified, a CAP record shall be initiated and entered into the ~~AO CAP Database by HQ DCMA AO Aviation Program Maintenance and Operations (APMO) 2.0 eTOOLS application~~. Site APT members will update each CAP record for their site following the ~~criteria processes established in Attachment 8, DCMA CMO Risk Advisory Board~~. APT members shall forward CAPs through their chain of command for GFR and CMO *Commander's* approval within ~~60~~ 70 calendar days from the ~~release date~~ of the final report. *HQ AO will monitor the established CMO Commander's CAP Approval deadline and assign scores during the CRAB*



*based upon the “Scoring Criteria” located in Attachment 8, Figure 7.* Division Directors and the Executive Director AO (or their designated representatives) will review CAPs prior to submission to the CRAB. CAPs left open from the most recent CRAB will remain in an ‘Open’ status until all corrective actions have been completed and the completed plan has been reviewed by the next and subsequent CRABs as required.

8.2.5.1. **Board Chairman Triggers.** In addition to a scoring process, the CRAB Program Manager or Board Chairman will actively engage APTs, CMOs, DAOs, *Division Directors* (DIV DIRs) and Senior *Departmental Agency* Leadership to aggressively execute mitigation strategies resulting in closing CAPs through the utilization of timely triggers. Upon the third and subsequent review of a CAP the Board Chairman will actively initiate an initial trigger and subsequent triggers to discuss the CAP directly with the CMO Commander/Senior Leadership. A trigger shall also be initiated by the Board Chairman if a CAP is not initiated due to a *Policy violation-Deviation, if failure to review a CAP is not reviewed prior to an* for an upcoming CRAB, untimely processing of Waivers within DCMA or services, continuous revisions, or repeat findings.

8.2.5.2. **Policy Deviation.** Failure to ensure a CAP is properly developed IAW this Instruction, changing CAP development due dates, or failure by *the APT, Function Representative* (Safety *or, and* Quality *representatives*) as applicable, *Region Lead, or Division DIV/DAO, DIV DIR Executive Director (EXEC DIR) (or their designated representative)* to perform a CAP review *is a policy deviation and will be scored in accordance with the “Scoring Criteria” located in Attachment 8, Figure 7. will be automatically scored a 2. During the next CRAB if the CAP meets the criteria of a properly executed CAP a score of 8 will be assigned and then will be decremented by 2 points during subsequent reviews.* A trigger will be executed when a policy deviation occurs by the Board Chairman and addressed at the appropriate leadership level.

8.2.5.3. **Waivers.** In *some* instances when a waiver is warranted, *this will extend the time* the CAP will *often times* remain open *longer than anticipated*. While a waiver is in process the APT must annotate the CAP in the Corrective Action block *identifying the* actions being performed by the APT or contractor to provide oversight and any additional measures to mitigate risk. *The first review of a CAP indicating a waiver submission will constitute a one-time suspension of a CAP score decrement. Scoring of a waiver will be IAW the “Scoring Criteria” located in Attachment 8, Figure 7.* In addition, a waiver will be a trigger for the Board Chairman to discuss with APT members and *Agency* leadership as applicable. Once the waiver is submitted, the APT must ensure the CAP is updated in advance of each CRAB to *provide enable* leadership additional visibility to escalate the waiver *as required determination as applicable. During the CRAB review process a determination will be made by the Board Chairman if forward progress is evident on the waiver. Failure to aggressively process a waiver in a timely manner is considered a Policy Deviation and scored in accordance with the “Scoring Criteria” located in Attachment 8, Figure 7.—decrement on subsequent review*

8.2.5.4. **APT/Contractor Responsibility for CAP Development/Closure.** APTs must play an active role along with the contractor to ensure the hazard/root cause and corrective action plan developed when implemented will successfully and permanently mitigate or remove the elevated risk. The two entities shall work together to develop a realistic timeline to achieve



CAP closure. If problems arise a new Estimated Completion Date (ECD) will be annotated and the revision – (plan #) will be updated. When the CAP is reviewed with a new ECD/plan revision the previous score will be maintained until the next CRAB. A trigger will be executed by the Board Chairman and addressed at the appropriate level for any additional plan revisions, CAP score will continue to decrement on subsequent reviews.

8.2.5.5. **Repeat Findings.** During an AOI the team will indicate and document the previous AOI finding in the write-up as a repeat finding. A properly developed CAP with APT and Contractor awareness/actions should eliminate a repeat *discrepancy* – permanently. A repeat *discrepancy finding* will generate a trigger and the Board Chairman will address the finding with the APT and leadership at the appropriate *leadership* level. *Repeat findings will be graded as a 3 and decrement to a 1 during the next reviews. Repeat findings will be scored in accordance with the “Scoring Criteria” located in Attachment 8, Figure 7.*

### ~~8.3.—CAP Database.~~

~~8.3.1.—Location.~~ The AO CAP Database is located at the following URL: <https://portal.dema.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. Figures 1 through 5, snapshots of the CAP Database are located in Attachment 9.

~~8.3.2.—Creating a New CAP Record.~~ HQ DCMA AO initiates a record for all elevated risk write-ups from an AOI report. The information entered in the record by HQ DCMA AO is identified with an (\*) preceding the field name below. APT members (GFR/GGR primarily) shall complete record fields that are not populated by HQ DCMA AO. Figure 2 illustrates a record for entering a new CAP or for editing an existing one. Figure 3 is an example of a CAP record when completed by HQ DCMA AO. The following guide is a step by step checklist that describes each field within the database record:

~~8.3.2.1.—(\*)Tracking Number.~~ Enter the tracking number in the following format: Office Code then hyphen followed by three digits (DCMAX-XXX-XXXX). Example: DCMAO-AMTO-1001). (yyxx—year/record number).

~~8.3.2.2.—(\*)CMO Site.~~ Enter the CMO Command title. Example: DCMA-AIMO North Texas.

~~8.3.2.3.—(\*)Site Location.~~ City and State for the contractor facility with the elevated risk. Example: Oklahoma City, OK.

~~8.3.2.4.—(\*)Identification Source.~~ Enter how the risk was identified. AOI.

~~8.3.2.5.—(\*)CMO POC.~~ Facility GFR.

~~8.3.2.6.—Directorate POC.~~ Directorate or appointed individual responsible for follow up. Enter the DAO or Deputy DAO’s name.

~~8.3.2.7.—(\*)**Status.** Choose ‘OPEN’ from drop-down menu when creating the record. The status will be changed to ‘CLOSED’ by the CRAB following final review.—Write-ups and elevated risk as discussed in paragraph 8.2.3 SHALL ONLY be closed after the CRAB review under the direction of the Board Chairman.~~

~~8.3.2.8.—(\*)**Revision—(Plan #).** When creating a new record enter a 1 to indicate an initial plan. If the plan needs adjusting due to new information or the corrective action is ineffective, place a 2 or sequential number for each revision. NOTE: Subsequent revisions after the first revision will initiate a Board Chairman trigger as discussed in paragraph 8.2.7. Also note the changes in the Change Log field, see paragraph 8.3.2.24.~~

~~8.3.2.9.—(\*)**Discovery Date.** The date the write-up/elevated risk was identified. For AOIs, this will be the date of the out-brief.~~

~~8.3.2.10.—(\*)**Contractor.** Prime contractor.~~

~~8.3.2.11.—(\*)**Element.** All write-ups/elevated risks discovered during an AOI should be characterized by the Element and Sub-Element Structure outlined in the AOI process. Choose the Element from the Drop-Down Menu.~~

~~8.3.2.12.—(\*)**Sub-Element.** All write-ups/elevated risks discovered during an AOI, should be characterized by the Element and Sub-Element Structure outlined in the AOI process. Choose the Sub-Element from the Drop-Down Menu.~~

~~8.3.2.13.—(\*)**Write-Up Number.** This is the specific number associated with the AOI Report.~~

~~8.3.2.14.—(\*)**Initial RAC.** This is the Risk Assessment Code (RAC) code as shown in the AOI final report. 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.~~

~~8.3.2.15.—**GFR Approved.** This is the date, chosen from Drop-Down Menu, that the GFR for the site approves the plan (or revision) for the APT.~~

~~8.3.2.16.—**CMO CDR Approved.** This is the date, chosen from Drop-Down Menu, that the CMO Commander approves the plan (or revision).~~

~~8.3.2.17.—**Function Review (QA/CSS).** This is the date, chosen from the Drop-Down Menu, that the Quality or Contract Safety Specialist approves the plan (or revision) if CAP is applicable to either department for review.~~

~~8.3.2.18.—**Region Lead GFR Review.** This is the date, chosen from the Drop-Down Menu, that the Region Lead GFR reviews the plan (or revision).~~

~~8.3.2.19.—**DIR/DAO Reviewed.** This is the date, chosen from Drop-Down Menu, that the Division Director (or designated representative) reviews the plan (or revision).~~

~~8.3.2.20.—**Exec Dir AO Reviewed.** This is the date, chosen from Drop-Down Menu, that the HQ Executive Director AO (or designated representative) reviews the plan (or revision).~~

~~8.3.2.21.—**(\*)Write-Up.** Verbiage copied and pasted from the AOI report that defines the elevated risk to safe and effective aircraft operations.~~

~~8.3.2.22.—**(\*)CRAB CAP Score.** The timeliness of action score, from 1 to 10, as determined and entered by the most recent quarterly CRAB. After the first and subsequent CRAB boards HQ AO will populate this field. Refer to paragraph 8.3.2.5 for a review of the scoring process.~~

~~8.3.2.23.—**CAP Phased Strategy.** There are five rows of data or phases available to establish a plan to mitigate risk for each CAP. Although some strategies may require the utilization of all five phases you may only use one phase depending upon the strategy adopted to mitigate risk. Utilizing a multiple phased strategy you may have two or more phases with the same hazard / root cause but different actions and completion dates. Finally, it may be useful to describe a plan in separate phases to reflect different actions that are involved. If you find a need to list more than five hazards or corrective action steps and cannot consolidate or clarify with remarks, please contact HQ DCMA AO CRAB Database Program Manager for guidance and/or change to the Database Structure. Each phase or set of data rows requires that all the following data fields listed below are populated. Note: Do not delete prior entries — update the CAP and use an additional data entry row in sequential order as required. Note: Do not delete prior entries — update the CAP and use an additional data entry row in sequential order as required.~~

~~8.3.2.23.1. **Hazard / Root Cause.** Document in this block the Hazard/Root Cause of the discrepancy.~~

~~8.3.2.23.2. **Corrective Action.** The action that is to be taken to identify, mitigate or remove the hazard / root cause. If multiple definable actions are to be taken for a given hazard, repeat the hazard / root cause in the next phase along with the next corrective action.~~

~~8.3.2.23.3. **Expected Completion.** Date the corrective action is expected to be completed (or established if a process change).~~

~~8.3.2.23.4. **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 'Green' for the last hazard / root cause line listed in the plan. Not all actions will necessarily be a code of 'Green'. For example, if the initial RAC is a 'Red' and you have identified a two-step mitigation plan, you may have a residual RAC of 'Yellow' after the first action is complete and a residual RAC of '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 Yellow to a Green. 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.~~

~~8.3.2.23.5. **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 may still be closed.

**8.3.2.23.6. 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.

**8.3.2.23.7. Actual Completion.** The date on which the corrective action was actually completed or the process change was effective and verified.

**8.3.2.23.8. 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 in the comment section.

**8.3.2.23.9. APT Recommendation to CRAB.** As a CAP is generated by the APT and reviewed, select one of the two drop-downs provided to indicate your recommendation for resolution at the next CRAB. You may (1) recommend the CAP remain open, or (2) recommend closure.

**8.3.2.23.9.1.** Place any amplifying remarks supporting closure action in the comment section, for example, by inserting the following statement: "XXX audits have been performed with no recurring deficiencies identified" or any other pertinent information."

**8.3.2.23.9.2.** If multiple phases are populated to correct a discrepancy, only recommend CAP closure at the lowest phase when all actions are completed.

**8.3.2.24. Change Log.** Due to the nature of the database, a complete audit trail cannot be automatically generated. 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 plan 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.

~~8.3.2.25.—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.

~~8.3.2.26.—Saving the Record.~~ The CAP Data input form contains a 'save' button. When you are done creating or editing the document, this is how you must save the changes. The 'close' button at the upper right of the screen exits the CAP Data input form without saving changes. Note: If you see a button marked 'Delete', DO NOT USE THIS OPTION. This feature is reserved for the HQ DCMA AO CRAB Database Program Manager.

~~8.4.—Editing.~~ Once a CAP is created, it may be edited by opening the record from the record listing and clicking on the 'Edit' button. Each field may be edited IAW 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.

## ~~8.5.—CAP Database Report Exportation/Data Mining.~~

~~8.5.1.—Figure 4.~~ Directions on this slide provide users with access to the CAP Database the ability to export reports to excel. Entitled "Alternate CAP Database Reports" the user can also select the type of report to be viewed/exported (Full Report (Export), Closed Reports for Data Mining, CRAB Report, Post Crab Report, temp, and DAO Report) prior to exporting if desired.

~~8.5.2. Figure 5.~~ Directions on this slide provide users with access to the CAP Database the ability to search for CAPS whether current or historical in nature. Entitled "CAP Database Search Options" the user may search for CAPS via (CMO Site, Site Location, Contractor, Element, Sub Element, Initial RAC, Status, and DAO Report) if desired.

~~8.6.—Deleting.~~ A CAP shall only be deleted by the HQ DCMA AO CRAB Database Program Manager. This action shall only be done if duplicate records are created or a record is created in error. In either case, the HQ DCMA AO CRAB Database Program Manager will confirm the deletion requirement with the CMO POC prior to deletion.

~~8.7.—Closing CAPs.~~ CAPs defined in paragraph 8.2.1 to be presented to the CRAB for review SHALL ONLY be closed after a CRAB review. CMO Commanders, DAOs, GFRs or other APT members SHALL NOT close any AOI CAP write-up with elevated risk.

## 8.3. CMO Risk Advisory Board (CRAB).

### 8.3.1. CRAB Membership.

8.3.1.1. **Chairman.** The Executive Director of Aircraft Operations, *or HQ AO Deputy Director, or SES from the Aircraft Operations Directorate* will chair the board and *attend the CRAB in attendance at the board location.*

**8.3.1.2. CAP/CRAB Program Manager.** *Responsible for (1) scheduling the quarterly CRAB, (2) reviews CAPs to be presented to the board, (3) liaison with International, Directorate, HQ AO Staff, Regional and Function Staff members (QA, Safety), and APT Members as required, (4) brief Chairman and AOO Supervisor on CAPs to be presented prior to the CRAB, (5) execute the CRAB and score CAPs, (6) direct closure actions of CAPs in APMO, (7) compute Performance Indicator score, and (8) develop and execute CAP/CRAB Policy.*

**8.3.1.3. AO Membership.** All members of the HQ DCMA-AO staff are co-members.

**8.3.1.4. Directorate Membership.** The DAOs of the respective Directorates are responsible for briefing the Corrective Action Plans for their Directorates to the board. This may be delegated to the CMOs. The Directors may invite anyone to attend the Phone Conference that they feel is necessary to ensure that all CAPs are clearly represented.

**8.3.1.5. Others.** General Counsel will also be invited to attend as observers.

**8.3.2. ~~CRAB Process~~ Key Functional Requirements.**

**8.3.2.1. Frequency.** The CRAB will meet on a quarterly basis. HQ DCMA-AO ~~CAP/CRAB Database~~ Program Manager shall notify DAOs and site APT members that have open CAPs required for review 30 days in advance of an upcoming CRAB. During the initial review or for a revision of a CAP the focus is to ensure the hazard / root-cause has been properly documented to eliminate the risk identified in the write-up. In addition evaluate the time and phases presented to close the CAP and to ensure action is taken if additional resources are required.

**8.3.2.2. DAO Responsibilities.** DAOs shall contact APT members to ensure their CAPs are current and ready for review for the upcoming CRAB. DAOs shall also ensure APT members and the CMO are notified and in attendance (by phone at a minimum) to discuss CAPs during the CRAB. DAOs shall complete their review of all CAPs to be presented at the CRAB five days prior to the CRAB review date.

**8.3.2.3. Updating of CAPs.** When APT members are notified of an upcoming CRAB – *all open* CAP records shall be updated. At a minimum, review/update the Hazard/Root Cause, Corrective Action, Expected Completion, Residual RAC, Resources Required, Actual Completion Date, Comments and Change Log. ~~Refer to paragraph 8.3.2.23.9 and select one of two options for CRAB consideration. In addition, comply with paragraph's 8.3.2.23.9.1 and 8.3.2.23.9.2. Refer to Attachment 8 to review CAP Record areas to be updated by APT and Staff members prior to the CRAB.~~ Failure to update a CAP will constitute a trigger to be executed by the Board Chairman and addressed with leadership at the appropriate level. ~~CAP score will continue to be decremented.~~ During the CRAB, updates to CAPs after the suspense date has passed for all members and prior to the EXEC DIR review, shall not be entertained.

**8.3.2.4. Presentation.** The CRAB will review CAPs ~~using the CAP Database live or from data transcribed from the database.~~ *in the APMO eTools application.* All information required should be in each CAP record. There is no requirement to build PowerPoint slides on a quarterly basis. The CRAB shall only review *discrepancy and observation* write-ups ~~with and~~



elevated risk (yellow or red). *CAPs to be reviewed will be afforded 70 calendar days plus the time required to be reviewed by Staff Personnel and HQ AO as stated in the CRAB notification calendar invite.*

8.3.2.5. **Scoring Criteria.** The goal of the CRAB is to measure the timeliness and effectiveness of the risk mitigation efforts employed across the **AO** Enterprise. *Attachment 7, Risk Code Matrix, shows how risks are defined; Attachment 8, Figure 7, Figure 6 shows identifies the scoring criteria to be used for each plan (Normal reviews (first, second and third, Policy Deviation, Failure to update the CAP, Waivers, Revision, Repeat Finding)) and scoring during the initial and each subsequent review. Once all plans are scored, the average will be entered into Metrics Manager. The CRAB formally scores timeliness based on the plan approval timeline, number of revisions, and completion times, when the CAP is closed. while assessing effectiveness less formally by closing the records or leaving them open if research/questions are required. Note: In the event of a submitted waiver and is being processed by HQ DCMA AO and the owning service, the CAP score from the previous review cycle will remain the same. Refer to paragraphs 8.2.5.2—8.2.5.5 for additional guidance on scoring criteria.*

8.3.2.6. **Board Execution.** The ~~Indicator Owner~~ **CAP/CRAB Program Manager** is responsible for scheduling the phone conference, ~~The indicator owner is also responsible complete all preparatory actions outlined in paragraph 8.3.1.2 and~~ for ensuring that the **APMO eTools application CAP Database** is on-line and sorted by ~~Division International, AO Directorate and CMO's~~ prior to beginning the board *as required*. The division directors (or their delegates) will discuss/brief each CAP ~~in turn, as presented by the Program Manager as required. and will then the board~~ *The Program Manager with the Chairman's concurrence* will score the CAP (IAW *Attachment 8 Figure 6*), and the advocate will record the score and *direct any follow on actions to the recorder to close or leave the CAP open following the board's adjournment. go present 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 **shall will** remain open until reviewed by the CRAB. Once closed, the records will remain in the ~~database~~ **APMO application** 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.

8.3.2.7. **CAP Closure Criteria.** The CRAB will normally close out a CAP when the following criteria are met: the CAP has adequately addressed *and removed the* root cause; an actual completion date is entered into the database; a recommendation for closure from the CMO commander or APT exists (~~refer to paragraphs 8.3.2.23.9, 8.3.2.23.9.1, and 8.3.2.23.9.2).~~ (*refer to Attachment 8 for further guidance*). Based upon the information provided to the CRAB including the results of follow-on surveillance/audits (where applicable), the Chairman/**Program Manager** will determine if the CAP will be closed or not. When a CAP is closed on a subsequent review the previous score will not be decremented.

8.3.2.8. **Recorder.** A recorder will be appointed to document CAP reviews. Recorder will also list CAPs reviewed for the third and subsequent times with remarks to assist the Board Chairman for initiation of trigger actions.

#### 8.4. Performance Indicator.



8.4.1. **Purpose.** The final element of the CAP/CRAB Process is a measurement of efficiency to manage and mitigate identified risk across the enterprise.

8.4.2. **PI #96. Internal DCMA Performance Indicator.** DCMA-AO has established *an internal* Performance Indicator. ~~(PI #96) stated as:~~ Elevated risks which have been identified as adverse 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.

8.4.3. **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 *results from the* CMO Risk Advisory Board (CRAB).

**8.5. DCMA AO CRAB – CAP Record Processes for CAP Record Creation, Documentation, Development, Approval and “Scoring Criteria” see Attachment 8. Snapshots of a CAP Record and “Scoring Criteria” follows the narrative.**

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Attachments to 8210.2 can be found on the [AO 360 SharePoint Policy page](#).

- a. Attachment 1: Definitions
- b. Attachment 2: DCMA-AO Point of Contacts
- c. Attachment 3: *DCMA Safety\_DOD Accident-Mishap Reporting Guide & CSSO List-Cognizant Service Safety Official (CSSO) List*
- d. Attachment 4: DCMA Aircraft Mishap Notification Format
- e. Attachment 5: GFR OJT Guide
- f. Attachment 6: GGR OJT Guide
- g. Attachment 7: AOI Tabs
- h. Attachment 8: CRAB Tabs
- i. Attachment 9: Acronyms
- j. Attachment 10: Changes



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