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**LOGISTICS READINESS SQUADRON
QUALITY ASSURANCE PROGRAM (LRS
QA)**

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This publication implements Air Force Policy Directive (AFPD) 63-1, 20-1, *Acquisition and Sustainment Life Cycle Management*. This Instruction is the basic publication for implementing the Quality Assurance Program in Air Force Active Duty, Reserve, and Air National Guard Logistics Readiness Squadrons. It prescribes basic logistics assessment policy and procedures to be used throughout the USAF logistics readiness community, and provides senior leadership and management direction for standardizing and verifying the accomplishment of the mission in accordance with DoD policy. It applies to all MAJCOMs and applicable Field Operating Agencies (FOAs) and Direct Reporting Units (DRUs). For assistance with interpreting this Instruction, contact your MAJCOM functional policy activity. Waiver authority for this instruction is AF/A4LM. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. MAJCOMs supplementing this Instruction must coordinate their supplements with AF/A4LM and will follow guidance in Air Force Instruction (AFI) 33-360, *Publications and Forms Management*. Ensure that all records created as a result of processes prescribed in this

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(ANG) This supplement implements and extends the guidance of Air Force Instruction (AFI) 20-112, *Logistics Readiness Squadron Quality Assurance Program (LRS QA)*, 19 October 2010. This supplement describes Air National Guard procedures to be used in conjunction with the basic instruction. This supplement applies to ANG, Active Associate and Air Reserve Component Associate units during non-federalized periods regardless of AFSC and is applicable during all technician and military duty periods. This instruction recognizes that command authority is exercised by the State Adjutants General. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://afirms.amc.af.mil/>.

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Chapter 1

GENERAL PURPOSE AND SCOPE

1.1. Purpose. The purpose of the Logistics Readiness Squadron (LRS) Quality Assurance (QA) program is to provide the unit commander and senior leadership with an assessment of the unit's ability to perform key logistics processes ensuring standardized, repeatable, technically compliant process execution, while promoting a culture of professional excellence and personal responsibility. It is the Commander's single point of contact for "health of the squadron" issues and therefore must be staffed with the most professional and technically knowledgeable personnel. The overall program intent is to instill vigor and rigor into our logistics processes and personnel. The LRS QA program provides an objective sampling of both the quality of processes and the proficiencies of LRS personnel. The program is designed to provide a method of evaluating compliance with Air Force, MAJCOM, and local logistics policy and guidance.

1.2. Scope. The guidance and procedures prescribed in this document apply to Logistics Readiness Squadrons. All active duty Logistics Readiness Squadrons must be in compliance no later than 90 days from the date of this Instruction. Air Force Reserve LRSs, AF-Lead Joint Base LRSs, Expeditionary LRSs, and contracted LRS operations must be in compliance no later than 180 days from the date of this Instruction. Quality logistics processes, procedural compliance, and equipment reliability are the responsibility of all LRS personnel. The combined efforts of QA personnel, squadron leaders, and technicians are necessary to ensure high quality logistics processes, strict compliance to established policy and procedures, and equipment reliability. The QA staff evaluates the quality of logistics processes and performs necessary functions to ensure compliance with current materiel management, transportation, fuels management, and logistics plans Instructions. QA personnel are not an extension of the workforce; their purpose is to observe, assess, and evaluate logistics processes ensuring quality process execution and personnel proficiency. The QA section serves as the primary technical advisory agency in the squadron, helping supervisors and commanders resolve problems. The evaluation and analysis of deficiencies and problem areas are key functions of quality assurance that highlight and identify underlying causes of poor quality in logistics. Equipment condition and personnel proficiency are validated through the unit QA program. Directly related to the execution of logistics processes is the compliance with safety and environmental regulations. The LRS QA Program will oversee and assess squadron compliance with AF safety and environmental programs to ensure logistics processes are executed in a safe and healthy environment. Civil service Most Efficient Organizations, and contracted organizations shall follow the requirements established in their respective contract and accepted quality program.

Chapter 2

ORGANIZATION AND RESPONSIBILITIES

2.1. Organization. The Quality Assurance Section, LGLOQ, i.e. “QA”, will be aligned under the Logistics Manager, serving as the Operations Compliance Manager (Figure 2.1) as defined in Program Action Directive 08-01, *Implementation of the Chief of Staff of the Air Force Direction to Establish the Global Wing Organizational Structure*. If a Logistics Manager is not assigned, QA will be aligned under the Operations Officer. LGLOQ will be staffed with highly competent, well-qualified subject matter experts from the various AFSCs resident in the LRS. Personnel assigned to formal positions within the QA section will not perform daily functional duties except in cases where mission failure will result (for example, QA personnel will observe, evaluate, and assess the Joint Inspection process during cargo processing; they will not be required to execute the Joint Inspection process unless mission failure will result).

Figure 2.1. Logistics Readiness Squadron Quality Assurance Organizational Structure.

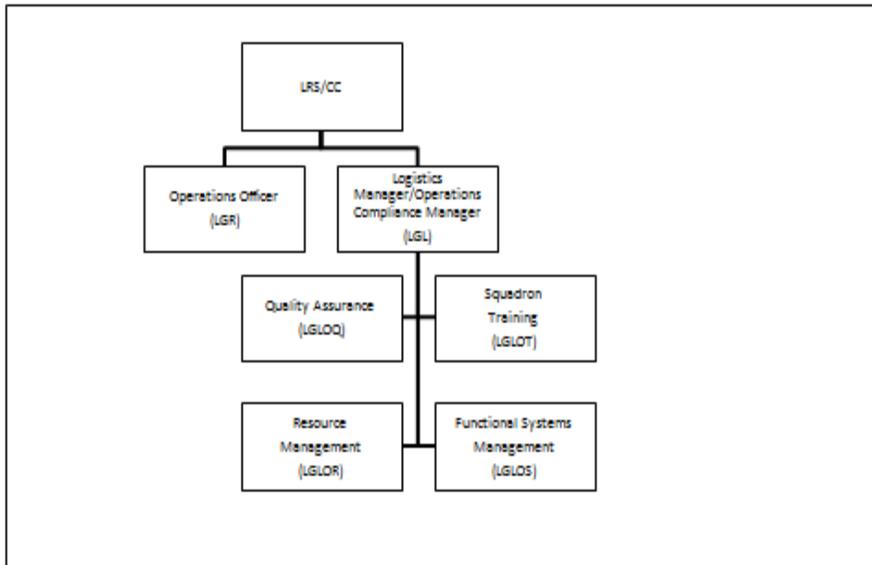


Figure 2.1. (ANG) Logistics Readiness Squadron Quality Assurance Organizational Structure.

The Quality Assurance Program is overseen within the Operations and Compliance Section. At this time, it is not a stand-alone function within the LRS.

2.1.1. The Quality Assurance Section will be responsible to evaluate compliance of AFMAN 23-110, *USAF Supply Manual*, AFI 23-201, *Fuels Management* and AFI 23-204, *Organizational Fuel Tanks*, applicable 10-Series, 20-Series, 24-Series and 25-Series Air Force Instructions.

2.1.2. LRS QA Baseline Structure. The baseline structure for the LRS QA organization shall consist of representation from across the LRS AFSCs to provide sufficient functional expertise. Augmentation, as described in this AFI is authorized due to mission requirements, but shall be minimized as much as possible. The expected AFSC structure for the QA

section shown in Figure 2.2 is designed for a large LRS structure (350+ personnel authorized). Medium LRS (200-350 personnel authorized), small LRS (under 200 personnel authorized) Air Reserve Component, and National Guard units are authorized to tailor the baseline structure in order to accomplish the quality assurance function and complete mission requirements. If units tailor the baseline structure, then the minimum number of personnel will need to be at least three personnel.

Figure 2.2. LRS QA Structure.

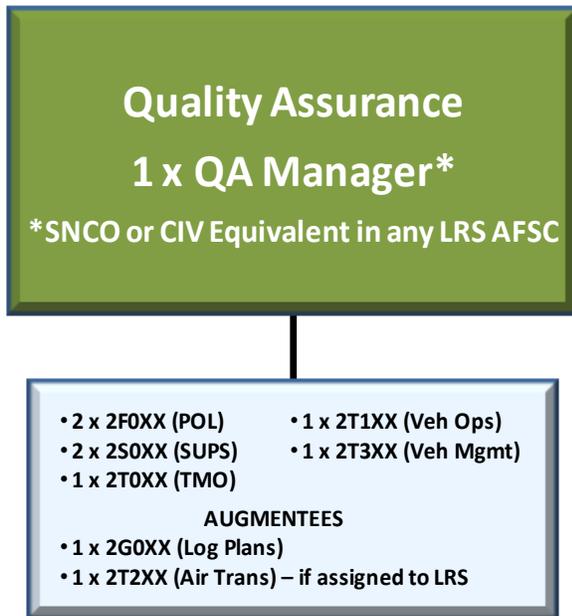


Figure 2.2. (ANG) LRS QA Structure.

In the ANG, the augmentees will be from the following AFSCs: 2F0, 2G0, 2S0, 2T0, 2T1, 2T2, 2T3 and/or 21R until sufficient manpower is resourced for this function.

2.2. Air Staff (AF/A4LM) Responsibilities:

2.2.1. Develop, articulate, and clarify all Air Force LRS QA guidance.

2.2.2. Maintain an AF LRS Quality Assurance Section/Folder on the LCAP Community of Practice (CoP) web page. This web page will be used for online collaborative efforts addressing QA issues and enable units to share their information and knowledge, expertise and exchange ideas that support the goal of ensuring the effectiveness and relevance of the AF LRS QA program.

2.2.3. Maintain the LRS QA Management Checklist located on the LCAP Community of Practice (<https://www.my.af.mil/afknprod/community/views/home.aspx?Filter=AF-LG-00-34>).

2.2.4. Ensure an AF standardized, automated quality assurance database system is used to manage and track evaluation findings within the commands.

2.3. Major Commands (MAJCOM) A4 Responsibilities:

- 2.3.1. Monitor and review subordinate programs.
- 2.3.2. Recommend program guidance and administrative changes to AF/A4LM.
- 2.3.3. Review unit recommendations/changes to the LRS QA program and forward as deemed appropriate to AF/A4LM.
- 2.3.4. Review the unit-level QA program for compliance during LCAP evaluations. Utilize the HAF LRS QA Management Checklist located on the LCAP Community of Practice.
- 2.3.5. Establish Special Inspections (SI) based on current trend data and coordinate with other MAJCOMs and AF/A4LM for potential cross-sharing of trend data.
- 2.3.6. Ensure unit responses to SIs are reviewed and ensure unit compliance when applicable.
- 2.3.7. Manage and track evaluation findings within the command.
- 2.3.8. Compile and forward annual LRS QA results to AF/A4LM. Refer to **Chapter 4** for additional guidance on reporting requirements.
- 2.3.9. Designate an A4 office to serve as the office of primary responsibility (OPR) to liaison between AF/A4L and evaluated units.
- 2.3.10. Supplement this publication as required for unique mission requirements in coordination with AF/A4LM

2.4. LRS/CC will:

- 2.4.1. Establish an effective LRS QA function. The program must include local inspections and personnel/process evaluations to ensure their programs, processes, technician proficiency, equipment condition, and other focus areas are in compliance with Air Force, MAJCOM, and local directives.
- 2.4.2. Designate, in writing, a full-time QA OIC / Superintendent and full-time evaluators. Appointment letters must specify the primary area(s) the manager and evaluators are assigned to evaluate and any augmentees that are assigned to support evaluations in the respective areas. Appointment letters will be maintained in the LRS QA OIC / Superintendent files.
- 2.4.2. (ANG) The ANG unit LRS/CC will designate the full-time Compliance and Analysis Specialist as the ANG LRS QA Program Manager. Additionally, all evaluators/augmentees will be placed on an appointment letter, and the letter will be maintained in the LRS QA Program Manager files. Evaluators/augmentees can be full-time or traditional guard members.
- 2.4.3. Lead monthly quality assurance summary meetings to assess unit performance and actions taken to analyze, correct, and improve logistics processes. See details in Para 4.4.
- 2.4.3. (ANG) For ANG LRS QA Programs, this information will be covered in the monthly —How Goes It/LRS Performance Review briefings or equivalent with the LRS/CC.
- 2.4.4. Establish written local guidance to specify the use of the AF Form 4421, *LRS QA Assessment Form* and/or AF Form 2419, *Routing and Review of Quality Control Reports* and or AF Form 2420, *Quality Control Inspection Summary*, when responding to all evaluations

with findings rated fail, Technical Data Violation (TDV), Detected Safety Violation (DSV), or Unsatisfactory Condition Report (UCR). 2.4.5. If mandating additional evaluations above the minimum number required in this guidance, establish a written policy governing the required number of evaluations. Refer to paragraph 3.9 for the minimum evaluation requirement.

2.5. Logistics Manager (or Operations Officer if no Logistics Manager is assigned) will:

2.5. (ANG)Logistics Manager (or Operations Officer if no Logistics Manager is assigned) will: The duties listed in this paragraph will be performed by the Logistics Management Superintendent and will be considered the ANG LRS QA Superintendent.

2.5.1. Serve as the Operations Compliance Manager (LGLO) and be responsible for the administration of the unit's QA program on behalf of the commander.

2.5.1. (ANG) The ANG Logistics Management Superintendent fulfills the Logistics Manager and/or Operations Officer duties at the discretion of the LRS/CC.

2.5.2. Nominate to the commander, in coordination with flight leadership and others as necessary, the most qualified individuals to serve as the LRS QA OIC / Superintendent and QA evaluators.

2.5.3. Conduct monthly LRS quality assurance summary meetings with the commander.

2.5.4. Ensure an annual self-inspection of the LRS QA Section is conducted and all findings are reported to the commander. An individual outside the LRS QA office may accomplish this; however, it is extremely important that the person be extremely knowledgeable of the function they are inspecting.

2.5.5. Document review of the self-inspection, file and maintain it for 4 years.

2.5.5. (ANG) For ANG units, the 4 years begins 01 January 2012, not 19 October 2011.

2.5.6. Review reported findings and ensures corrective actions are valid and accurate for all findings categorized as failed, TDV, DSV, or UCR.

2.5.7. Based on findings, determine if additional evaluations are required in a specific area.

2.5.8. In coordination with the QA OIC / Superintendent, flight leadership, and others as necessary, develop and execute a plan to rotate QA personnel into the section following the guidance in Chapter 3.

2.5.9. Establish QA Evaluator augmentee duties in coordination with the QA OIC / Superintendent and flight chiefs.

2.6. LRS Quality Assurance Section (LGLOQ) utilizing assigned personnel will:

2.6.1. Execute the squadron's logistics standardization and evaluation programs.

2.6.2. Evaluate the quality of logistics processes performed in the organization and report results to the commander.

2.6.3. Promote an environment where quality, safety, equipment reliability, job proficiency, and standardization remain at the core of all logistics processes.

2.6.4. Make recommendations for improving effectiveness of all logistics processes and serve as the unit focal point for oversight of technical activities and process improvement initiatives.

2.7. Quality Assurance OIC / Superintendent will:

2.7. (ANG)Quality Assurance OIC / Superintendent will: The duties listed in this paragraph will be performed by the full-time ANG LRS QA Program Manager.

2.7.1. Manage and execute the daily operation of the unit's QA Program.

2.7.2. Make recommendations to the LRS/CC and Operations Compliance Manager to enhance the quality of logistics processes.

2.7.3. Develop and monitor the unit QA program using a HAF-approved QA database and provide supervisors access to the data.

2.7.4. Develop and publish the Quarterly QA Evaluation and Inspection Plan. The plan must show the areas, types, and numbers of inspections/evaluations that must be conducted over the course of a quarter.

2.7.5. Conduct and distribute a Monthly QA Summary Briefing to squadron leadership including LRS Commander, Logistics Manager/Operations Compliance Manager, Operations Officer, Squadron Superintendant, and Flight leadership.

2.7.6. Update and document LRS related local OIs, and IMTs/forms annually for accuracy and necessity.

2.7.7. Ensure functional checklists are reviewed annually and are current; the review must be documented accordingly.

2.7.8. Review QA database and inspection summary inputs for accuracy and content.

2.7.9. Initiate actions when additional attention is required to resolve adverse trends or training problems. Actions include preparing cross-tell information bulletins and messages for LRS/CC release to other similarly-equipped units, the Command, and the LRS QA Section/Folder on the LCAP CoP.

2.7.10. Assist the Logistics Manager/Operations Compliance Manager, in coordination with squadron leadership, in nominating the most qualified personnel within the unit to serve as quality assurance evaluators.

2.7.11. Ensure the required number of process evaluations is conducted monthly and evaluation results are reported.

2.7.11. (ANG) ANG units will follow guidance in ANG Supplement to paragraph 3.10.1.

2.7.12. Ensure equal numbers of evaluations are conducted on each shift to include weekends. When units are involved in official exercises or contingencies this requirement can be waived by the LRS/CC during the specified time period. The LRS/CC must complete a signed memo specifying the reason and timeframe for the waiver. The waiver must be included in the monthly report.

- 2.7.13. Track all failed assessments, TDV, DSV, or UCR until resolved. Comply with the written response guidance defined by the commander, to avoid overdue or overlooked replies. Inform unit leadership on all late replies and repeat findings.
- 2.7.14. Compile HAF directed metrics including overall pass rate, personnel evaluation (PE) pass rate, total number of DSVs, USVs, and UCRs, and overall grade awarded based on monthly evaluations. Collect and analyze trend data, and maintain program files.
- 2.7.15. Ensure Special Inspections are reviewed, maintained, and the appropriate action(s) taken.
- 2.7.16. Ensure an annual unit QA self-inspection is conducted utilizing the Logistics Compliance Assessment Program LRS QA checklist and provide a written report to the Operations Compliance Manager for forwarding to the commander to review and endorse. All open items will be given an Estimated Closure Date (ECD) for tracking purposes.
- 2.7.17. Conduct annual Evaluator Proficiency Evaluations (EPEs) on unit evaluators to ensure proficiency and standardization following guidance contained in AFI 20-111, *LCAP*.
- 2.7.18. Assist the LRS/CC when coordinating with outside agencies regarding external inspections and evaluations.
- 2.7.19. In coordination with the Logistics Manager/Operations Compliance Manager, develop, and execute a plan to rotate QA personnel into the section following the guidance in Chapter 3.
- 2.7.20. In coordination with the Logistics Manager/Operations Compliance Manager, establish QA evaluator augmentee duties.
- 2.7.20. (ANG) The ANG LRS/CC will define the QA Evaluator/Augmentee duties.
- 2.7.21. Establish procedures for evaluators to document completed inspections.
- 2.7.21. (ANG) ANG QA personnel will use the AF Form 4421, LRS QA Assessment Form, at a minimum, to document evaluations, inspections, and observations.
- 2.7.22. Review QA data monthly to identify high-failure items from personnel evaluations (PEs) and Quality Verification Inspections (QVIs). A high-failure item is defined as any process step missed at least three times during a one-month period. Include this data in the monthly QA summary.
- 2.7.23. Establish a squadron safety program IAW AFI 91-301, *AF Occupational and Environmental Safety, Fire Prevention, and Health (AFOSH) Program*, and AFOSH standards.
- 2.7.23. (ANG) Each ANG LRS functional area will submit a copy of their flight's safety program to the QA Program Manager for filing. The copy can be either electronic or hard-copy.
- 2.7.24. Establish an effective hazard reporting system IAW AFI 91-204, *Safety, Investigations, and Reports*.
- 2.7.24. (ANG) ANG QA Programs will utilize their Wing Safety Hazard Reporting System. QA Program Managers must maintain a copy of all LRS hazard reports.

2.7.25. Consult with local legal counsel and ensure compliance with federal, state, and local environmental laws/regulations and AF publications.. At overseas locations, assure compliance with Final Governing Standards (FGS) or the Overseas Environmental Baseline Guidance Document (OEBGD) in the absence of the FGS.

2.7.26. Consult with the Installation Environmental Protection Committee, Base Environmental Manager, Base Civil Engineer (BCE), Base Bioenvironmental Engineer, Wing Safety, and Staff Judge Advocate semi-annually to stay current of local environmental rules, restrictions, and regulations.

2.7.27. Address recurring environmental expenses IAW AFI 23-201, *Fuels Management*

2.8. LRS Quality Assurance Evaluators will:

2.8. (ANG)LRS Quality Assurance Evaluators will: The ANG LRS/CC has the authority to delegate any number of these responsibilities to a QA Evaluator/Augmentee. These delegated duties must be in writing, and a copy of the delegation letter will be maintained in the LRS QA Program Manager files.

2.8.1. Evaluate unit logistics readiness procedures, including locally developed forms, publications, OIs, checklists etc., for accuracy, intent, and necessity.

2.8.2. Review all new and revised Instructions, directives, technical data, and TCTO's for completeness, accuracy and applicability to the unit. Inform applicable work centers of changes and up channel any problems discovered during this review.

2.8.3. Conduct PEs, inspections and evaluations following guidance in AFI 20-111.

2.8.4. Evaluate logistics tasks and conduct inspections utilizing the necessary checklists and/or respective AFI to ensure the task is completed properly. LRS QA will use the LCAP functional checklists as a starting point for the inspections.

2.8.5. Spot-check TOs, checklists, job guides and manuals during evaluations and inspections for currency and serviceability. Notify the appropriate level organization (AF, MAJCOM, Wing, and Group) when deficiencies are found.

2.8.6. Enter observations, inspections, and evaluation reports into the appropriate QA database.

2.8.6. (ANG) The ANG will use a locally devised method of tracking observations, inspections, and evaluations until a standardized Air Force-wide database is developed and released.

2.8.7. Provide training/instruction as applicable to address deficiencies identified during the evaluation/inspection.

2.8.8. Complete the required training described in [paragraph 3.3](#)

2.8.9. Provide a quarterly briefing and document LRS personnel on safety matters; to include hazards, safety precautions, first-aid measures, and off-duty seasonal hazards and precautions. Include high visibility items such as safe handling of fuel soaked clothes and wear of contact lenses.

2.8.9. (ANG) The ANG QA Program Manager will verify that each functional area is conducting safety briefings in the frequency that is applicable to the functional areas specific

guidance. They will maintain documentation of this verification in the QA Program Manager files.

2.8.10. Inspect the flight's occupational safety and health program using an AF Form 2420, *Quality Assurance Inspection Summary*, or automated equivalent at least annually.

2.8.11. Oversee initial organizational fuel tank inspection IAW AFI 23-204. Thereafter conduct and record physical inspection and program management assistance review (admin, fuel inventory documentation and physical safety/security to include checking for presence of water bottoms) every two years. Maintain reports in the LRS QA files and provide a copy to the organizational commander.

2.8.11. (ANG) The ANG QA Program Fuels augmentee will notify the LRS QA Program Manager of scheduled fuel tank inspections and forward copies of the inspection form within 72 hours. Follow-up actions and copies of supervisor reviews will be forwarded in accordance with [paragraph 3.10.12](#)

2.8.12. QA personnel will serve as the LRS' functional SME's on the wings Exercise Evaluation Team (EET) during local Operational Readiness Exercises, wing directed Self Inspections, etc.

2.8.12. (ANG) The ANG LRS/CC has the option to assign any member from the LRS to the EET. They do not have to come from the QA Program or be Evaluator/Augmentees.

2.9. Contractor Managed Organizations. Contracted units performing the logistics functions described in [paragraphs 1.1 and 1.2](#) present unique challenges for conducting QA evaluations. The following procedures will be followed for Contractor Managed Organizations:

2.9.1. If the provisions of the Performance Work Statement (PWS) or Performance Plan (P-Plan) allow for higher headquarters direct evaluation (i.e., on-site assessment by evaluators) of the contracted organization, then the higher headquarters directed QA evaluation shall be conducted in conjunction with the Contracting Officer's Representative (COR) in accordance with the guidance contained in this Instruction and governing Quality Assurance directives. **NOTE:** For the purpose of this Instruction, COR is synonymous with Quality Assurance Evaluator (QAE) and Contracting Officer's Technical Representative (COTR).

2.9.1.1. QA evaluators conducting higher headquarters directed evaluation of the contracted function must be properly trained in QAE functions and must coordinate closely with the COR on all aspects of the evaluation.

2.9.2. If direct evaluation of the contractor managed functions is not permitted by the PWS or P-Plan, then follow the below guidance.

2.9.2.1. Evaluate that the COR is providing effective oversight of the contract by ensuring that the QASP or P-Plan is being followed as written, that the multifunctional team periodically reviews the plan and initiates modifications to the plan when needed, and that it adheres to applicable governing directives.

2.9.2.2. Evaluate the PWS requirements and service summary objectives against the organizational objectives to ensure they are adequately written to satisfy mission requirements.

2.9.2.3. Ensure the Contracting Officer and COR review findings associated with contractor performance prior to inclusion in the LRS QA Monthly/Annual Report. **NOTE:** Only the Contracting Officer can take formal action against the contractor for non-compliance or direct contractors to correct deficiencies identified during evaluations.

2.10. Air National Guard (ANG) Units. ANG units performing the logistics functions described in **paragraphs 1.1 and 1.2** present unique challenges for conducting QA evaluations. Therefore, ANG Logistics Readiness Squadrons are exempt from this Instruction. The period of the exemption is 12 months from the date of AFI publication. During the exemption period, the ANG, in conjunction with AF/A4LM, will establish an Integrated Product Team to develop a plan to implement the requirements of this AFI throughout ANG Logistics Readiness Squadrons. Once approved and coordinated, the ANG LRS QA implementation plan will be added to this Instruction.

2.11. Munitions Activities. Munitions activities assigned to an LRS are responsible to the LRS Commander for quality assessment; however, they will follow the quality assurance program requirements prescribed by AFI 21-200, *Munitions and Missile Maintenance Management*. Munitions quality assurance reporting will be through the Logistics Manager/Operations Compliance Manager to the LRS Commander.

2.12. Joint Bases. AF Logistics Readiness Squadrons that are assigned to a joint base where the Air Force is not the lead will be exempt from the requirements detailed in this instruction. Subject AF organizations will comply with the requirements of the respective service that has been designated the lead for that joint base. Logistics Readiness Squadrons that are assigned to a joint base where the Air Force is the lead will comply with the requirements detailed in this Instruction no later than 180 days after AFI publication.

2.12. (ANG)Joint Bases. ANG units assigned to a joint base where the Air Force is not the lead must provide a copy of the lead agency's QA plan for inspecting, evaluating, and observing ANG Logistics processes. The unit must provide documentation, according to established guidelines, of the lead agency's QA reviews. If the lead agency does not plan to oversee ANG Logistics processes, the ANG unit will stand-up an LRS QA Program to meet the requirements of this AFI and Supplement.

Chapter 3

EVALUATION REQUIREMENTS AND METHODOLOGY

3.1. Program Guidance. The LRS QA Section will perform analysis, surveillance, and trend identification of LRS processes through personnel evaluations on all LRS assigned personnel and inspections of processes. Commanders must ensure oversight is provided for all LRS processes. The QA Section is focused on centralized oversight of critical squadron programs, most of which are executed at the flight level. LRS QA evaluators have authority to observe, correct, and document logistics activities within the LRS.

3.1.1. The QA Section will be centrally aligned under the Logistics Manager / Operations Compliance Manager and who will report directly to the LRS/CC. The QA Section will serve as the primary technical advisory agency, assisting logistics readiness supervision at all levels to resolve quality problems, develop corrective action strategies and enhance the overall quality of logistics processes.

3.2. Personnel Requirements. Selecting the right personnel to fill the QA section is critical to a successful QA program and ultimately the success of a unit's mission. Assigned personnel must reflect the highest standards of military bearing and professionalism, be impartial, objective, and consistent in all evaluations. Leadership should only select qualified personnel that are considered established functional experts, clearly adhere to and understand policy and guidance, and are able to communicate clearly (verbally and written).

3.2.1. The LRS QA OIC / Superintendent must be a Senior Non-Commissioned Officer, or civilian equivalent, in a logistics functional specialty.

3.2.1. (ANG) The role will be performed by the ANG Logistics Management Superintendent in the Operations Compliance section.

3.2.2. QA Evaluators and augmentees must be nominated by flight leadership to the Logistics Manager/Operations Compliance Manager. Evaluators and augmentees can be military or civilian personnel. The unit commander must appoint evaluators in writing.

3.2.3. Military QA evaluators must be a TSgt or higher and possess at least a 7-skill level. If no qualified candidates meet this requirement, SSgts who have completed 7-level upgrade actions may be appointed by commander waiver.

3.2.3. (ANG) Each ANG LRS/CC has the authority to waive the requirements of this paragraph, based on the needs of his or her organization. After the desired individual receives the required training and passes the evaluator/augmentee test, the ANG LRS QA Program Manager should draft a waiver memo and appointment letter for the LRS/CC signature. Once the letters are signed by the LRS/CC, the individual may begin serving as a QA Evaluator/Augmentee.

3.2.4. Military QA evaluators must hold the same AFSC of those being evaluated on technical tasks contained in the applicable CFETP. The Squadron Commander may waive this requirement due to mission needs.

3.2.4.1. Areas authorized to evaluate will be identified in the evaluator's individual training plan. **Exception:** If the evaluator is a Senior NCO with an awarded 7-skill level, the evaluator appointment letter will serve as the STS qualification document.

3.2.5. Civilian QA evaluators must have experience in the functional discipline they are responsible for evaluating. Evaluator duties must be included in the position description.

3.2.6. Air Force Reserve units may utilize traditional reservists not on extended active duty as QA evaluators.

3.3. QA Personnel Training Requirements.

3.3.1. All QA personnel must be trained to perform QA functions. Training must cover evaluator responsibilities, inspection and evaluation techniques, metrics analysis, inspection worksheet documentation, report writing, problem-solving, publications management, and actions to prevent personnel injury or equipment damage.

3.3.1. (ANG) The ANG LRS QA Program Manager will contact the Air National Guard Readiness Center QA Functional Area Manager (ANGRC QA FAM) for the latest guidance on QA Personnel Training. A copy of the applicable guidance will be provided to program managers and published on the ANG LRS QA CoP or equivalent public domain. *Note: MAJCOM IG and LCAP inspectors should contact the ANGRCA QA FAM to obtain a copy of the most current training guidance prior to giving an inspection to an ANG LRS QA Program.*

3.3.1.1. QA Evaluator Course (format/course yet to be determined). As a temporary measure, LRSs will develop a training/shadow program with local MXG QA sections to learn evaluation techniques.

3.3.1.2. 8-step problem solving taught by an AFSSO21 Level 2 Facilitator. If no Level 2 facilitators are available locally, units will contact MAJCOM AFSSO21 offices for assistance.

3.3.1.3. Accomplish Exercise Evaluation Team (EET) Training as required locally.

3.3.1.4. Complete the NWRM Fundamentals Course, C3906, found on the Advanced Distributed Learning System (ADLS) website.

3.3.1.5. Any other specific courses required to qualify individuals for those tasks being evaluated (i.e. HAZMAT training, Environmental Compliance, Safety, etc.).

3.3.2. To become fully qualified, evaluators must accomplish mandatory training and pass three Evaluator Personnel Evaluations (EPEs) within 90 days of appointment conducted by a qualified evaluator. Each QA evaluator, permanent or augmentee, must pass the EPEs prior to performing unsupervised evaluations and inspections. At a minimum, a qualified evaluator must ensure that the inspector can execute the proper steps to conduct an evaluation.

3.3.2. (ANG) The ANG QA Evaluators/Augmentees must be fully qualified to perform QA duties within 180 days of appointment.

3.3.3. QA augmentees require an annual EPE on either a PE or technical inspection to remain qualified.

3.3.4. Create Master Training Lists utilizing the LRS QA AFJQS (under development) and document QA evaluator training in individual training plans and document civilian training on AF Form 971.

3.3.4. (ANG) The ANG QA Program Manager should refer to the ANG LRS QA CoP for a sample LRS QA JQS.

3.4. Quality Assurance Augmentation. If a functional area does not warrant a full-time position in QA, but specialized expertise is required, select qualified technicians that are recommended by their Flight Chief/Superintendent to be augmentees. Each QA must maintain a listing of current augmentees. In coordination with the Operations Compliance Manager, the QA OIC / Superintendent will establish augmentee duties.

3.4. (ANG)Quality Assurance Augmentation. The ANG LRS/CC will define the QA Evaluator/Augmentee duties. ANG Evaluator/Augmentees may be full-time or traditional guard members.

3.5. Rotation of Quality Assurance Personnel. The Logistics Manager/Operations Compliance Manager, in coordination with the QA OIC / Superintendent, is responsible for developing and executing a plan to rotate QA personnel. Personnel shall be assigned to QA for a minimum of 12 months and no longer than 24 months. Personnel will rotate back to their flights in accordance with guidance set forth in current logistics issuances. QA personnel on short tours do not need to meet the time requirements. Air Force Reserve personnel, civil service, and service provider employees do not have any maximum time requirements.

3.5. (ANG)Rotation of Quality Assurance Personnel. There is no requirement for ANG LRS/CC to rotate ANG QA personnel. However, it is recommended that ANG LRS/CC consider the professional development opportunities associated with the QA Program, the needs of the organization, and the needs of the member when determining whether or not to rotate QA personnel.

3.6. Assessment Methodology. Assessments are the formal avenue to ensure the effectiveness of logistics processes and identify areas for improvement. They provide leadership with factual information about the health and effectiveness of the unit and training. Accurate assessments of personnel proficiency and processes are critical to gauging unit effectiveness. This program is intended to enhance cross-tell and facilitate benchmarking, while allowing latitude to adapt it for local needs. QA assessments will be conducted through the use of evaluations, inspections, and observations.

3.6.1. Evaluations. Represent the direct evaluation of a logistics action, inspection, or training conducted/performed by an individual or team. Evaluations are used to evaluate job proficiency, degree of training, and compliance with technical data or instructions. Any individual performing, supervising, or evaluating logistics tasks is subject to a direct evaluation. Refer to AFI 20-111 for specific procedures on conducting and rating evaluations. Evaluations include:

3.6.1.1. Personnel Evaluations (PE). A PE is the direct evaluation of an individual or team conducting/performing a logistics action. PEs may be conducted on task-oriented functions such as equipment maintenance as well as process-oriented functions such as vehicle dispatch.

3.6.1.2. Evaluator Proficiency Evaluations (EPE). An EPE is the direct evaluation of a Quality Assurance (QA) individual or any individual performing a quality/compliance assurance function in a unit.

3.6.1.3. Trainer Proficiency Evaluations (TPE). A TPE is the direct evaluation of a unit instructor/trainer to determine their ability to teach accurately and sufficiently. TPEs also assess weapon system, equipment or process knowledge; teaching methods and techniques; the ability to operate trainers; and adequacy and effectiveness of training programs. Any individual training personnel on a task or process is subject to a TPE.

3.6.2. Inspections. Represent inspections of equipment and processes, often through the use of LCAP functional checklists and other applicable checklists, to ensure compliance with established standards. LRS QA will use the LCAP functional checklists as a starting point for the inspections. Inspections are rated as "Pass" or "Fail."

3.6.2.1. Quality Verification Inspection (QVI). A QVI is an inspection of equipment condition or a process after an inspection, repair action, or process has been completed by a technician or supervisor to assess if it was properly completed. The QVI finding should reflect deficiencies by the individual who accomplished the task and identify specific discrepancies.

3.6.2.2. Special Inspections (SI). SIs are inspections not covered by QVIs or Evaluations and may include, but are not limited to, inspections of: equipment forms, document control procedures and file plans, consolidated tool kits, inventory controls, TO files, vehicle inspections, housekeeping, safety practices, FOD program, and other interest items identified by Headquarters Air Force and MAJCOMs. SIs may be compliance or proficiency oriented.

3.6.3. Observations. Represents observed events or conditions with safety implications or technical violations not related to an evaluation or inspection that are considered unsafe, not in accordance with established procedures, or in the case of equipment, unfit to operate.

3.6.3.1. Detected Safety Violation (DSV). A DSV is an observed unsafe act by an individual. The QA evaluator must stop the unsafe act immediately. Do not document a separate DSV on an individual undergoing a direct evaluation since the unsafe act automatically results in a "Fail" rating. Annotate the failure with "Safety" when a safety violation is committed during an evaluation.

3.6.3.2. Technical Data Violation (TDV). A TDV is an observation of any person performing maintenance or another logistics process without the required technical data present at the job site and in use. The technician must have knowledge of all general directives associated with the job prior to performing the task. Do not document a separate TDV on an individual undergoing a direct evaluation since failure to use technical data automatically results in a "Fail" rating. Annotate the failure with "Tech Data" when a TDV is committed during an evaluation.

3.6.3.2. (ANG) For ANG units, Technician does not refer to the full-time - Technician. The observation, in this case, can be of a full-time or traditional guard member.

3.6.3.3. Unsatisfactory Condition Report (UCR). A UCR is an unsafe or unsatisfactory condition, other than a DSV, chargeable to the work center supervisor. UCRs will be documented even when it is not possible to determine who created the condition.

3.6.4. Discrepancy Categories.

3.6.4.1. Category I (CAT I). A required inspection/TO procedural item missed or improperly completed. This category is a specific work card item or TO step, note, caution, or warning for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy's relative severity.

3.6.4.2. Category II (CAT II). An obvious defect, which could have been readily detected by a technician or supervisor, but is not a specific work card item or TO step, note, caution, or warning for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy's relative severity.

3.7. Assessment Focus Areas. Assessments will concentrate on the following areas: Compliance with Nuclear Surety Standards (if applicable), Qualified and Proficient Workforce, Compliance with Technical Orders (TO), Instructions, Manuals, and Directives, Compliance and Management of Safety Programs, Facilities and Equipment Condition, and Asset Accountability. The LRS QA Unit Report will group unit deficiencies in these focus areas.

3.7.1. Compliance with Nuclear Surety Standards (if applicable). Personnel at all levels are responsible for ensuring nuclear weapons, nuclear weapon systems, and nuclear weapon related materiel is safe, secure, and reliable. Ensure weapon system safety rules, owner/user security, and reliability standards are strictly adhered.

3.7.2. Qualified and Proficient Workforce. Ensure a properly trained and qualified workforce is maintained to accomplish the mission. Commanders are responsible for ensuring unit personnel receive the proper training to accomplish the mission. Factors that impede the unit's ability to adequately achieve or maintain a qualified workforce should be identified to higher headquarters.

3.7.3. Compliance with Technical Orders (TO), Instructions, Manuals, and Directives. Personnel at all levels are responsible and accountable for enforcing mandatory standards. Ensure all applicable TOs, Instructions, manuals, and directives are complete, current, and used. This includes ensuring required forms and records are properly completed and maintained in accordance with applicable directives for any logistics-related activity.

3.7.4. Compliance and Management of Safety Programs. Personnel at all levels are responsible for minimizing risk to equipment and personnel.

3.7.5. Facilities and Equipment Condition. Supervisors at all levels are required to ensure adequate facilities and equipment required to accomplish the mission are available and properly maintained. Commanders are responsible for identifying facility and equipment conditions and shortfalls that impact mission accomplishment to the appropriate agency/higher headquarters.

3.7.6. Asset Accountability. Personnel at all levels are responsible for ensuring the accountability of tools, materiel, equipment, and weapons. This includes ensuring Positive Inventory Control (PIC) of nuclear weapons, nuclear weapon systems, Nuclear Weapons Related Materiel (NWRM), classified assets, CCI/COMSEC, equipment, serialized control

items, small arms, conventional munitions, and sensitive related materiel. It includes ensuring that accurate logistics data is reflected for the materiel in appropriate functional information management systems.

3.8. Assessment Procedures.

3.8.1. The QA Section will notify the LRS Commander and Logistics Manager/Operations Compliance Manager immediately of all major findings or failures related to safety, security, or nuclear surety. Additionally, the QA Section will suspense assessments/evaluations/inspections receiving a fail, DSV, TDV, or UCR to the appropriate flight commander/superintendent for corrective action(s).

3.8.2. Work centers will respond to all findings by stating the action taken to resolve the identified problem(s) to include an "implementation date or estimated closure date." Root cause analysis will be conducted for all major findings to determine underlying causes and appropriate corrective action. The LRS QA Section can assist with conducting root cause analysis. Work center responses will be routed through the superintendent and flight commander before reaching the QA Section. Unit commanders will be briefed on open/closed items monthly. Confirmation of immediate corrections or planned corrective actions to resolve major findings or failures will be routed and returned to the LRS QA OIC / Superintendent Manager within 5 duty days.

3.8.3. Evaluators must review all individuals' OJT Records for evaluations receiving a fail, DSV, or TDV to verify training documentation (i.e., have individuals been trained, etc.). Identify discrepancies in documentation to the unit training manager for follow-up action. At no time will the evaluation ratings be changed based on OJT Record documentation discrepancies alone.

3.8.4. Results of all observations/evaluations/inspections will be recorded in the LRS QA database.

Note: Active duty units will file the completed forms by shift within each respective month and maintain them for four years. File maintenance can be done via hard copy or electronically in the QA database. If done electronically, ensure routine backups are accomplished.

3.8.5. All findings (i.e. failed evaluation/inspection or observations) will include a reference to the technical order, Instruction, and/or command standard violated of each finding prior to the determination to include that finding in the QA database. Evaluators will review evaluation results with the person(s)/supervisor evaluated upon completion of each evaluation.

3.8.6. Findings will be categorized into one of the six Evaluation Focus Areas used in the LCAP. Refer to **AFI 20-111**, paragraph 3.4, for full descriptions of each.

3.8.6.1. Findings. Findings are validated deficiencies and will be tracked at the unit level until resolved.

3.8.6.1.1. Major Finding. A deficiency that results or could result in widespread or significant mission impact or failure.

3.8.6.1.2. Minor Finding. A deficiency that is procedurally incorrect but only has minor mission impact.

3.9. Assessment Frequency.

3.9.1. The minimum number of required monthly assessments must be equal to 40 percent of available active duty, civilian, and Air Force Reserve (except those on annual tour) personnel. For example, for a squadron of 300 available personnel, the QA section must complete 120 assessments each month which can include any combination of personnel evaluations, quality verification inspections, and/or special inspections. The number of assessments needs to be equally allocated, as appropriate given the complexity of the evaluation, for each week within the monthly time period. Fuels inspectors will perform at least 10 assessments each week. Bases with less than 20 full-time fuels personnel will be required to perform at least two assessments per week. All LRS personnel must be assessed at least once each year.

3.9.1. (ANG) The minimum number of required monthly assessments must be equal to or greater than 40% of the assigned and funded full-time positions in the LRS. All other requirements of this paragraph apply to ANG units.

3.9.2. Available personnel are those “on station” performing tasks – including augmenting forces. Individuals who are off station will not be counted.

3.9.3. Assessments must be conducted over all shifts, including weekends as applicable to the individual duty sections.

3.9.4. During official exercises and/or contingencies that require direct support from the LRS; the commander has the authority to waive QA assessments during that specified time period.

3.10. Unit Annual Assessments.

3.10.1. The QA Section must evaluate all elements within the LRS annually (at least once each twelve months). The LRS Commander may require more frequent visits.

3.10.1. (ANG) The ANG Annual Assessments includes the Internal Surveillance Program, evaluations, inspections, and observations conducted by a fully qualified QA Evaluator/Augmentee. To facilitate this requirement, the LRS QA Program Manager will develop a yearly schedule for each functional area.

3.10.1.1. Fuels inspectors will evaluate all Fuels elements semiannually (at least once each six months).

3.10.1.2. LRS units at deployed/remote locations will conduct a semiannual evaluation.

3.10.2. The QA Section will revisit after 30 days but within 45 days to check each discrepancy found during the annual or semi-annual evaluations.

3.10.3. Unit Annual/Fuels Semi-Annual Evaluation Plan. The QA Section shall develop and maintain a schedule indicating the areas that will be visited and the proposed month of the visit. The QA Section will develop an evaluation and inspection plan showing areas, types, and numbers of inspections and evaluations that will be conducted and provide copies of the plan and schedule to all flights, the Operations Compliance Manager, and the LRS Commander.

3.10.4. When developing the plan, the QA OIC / Superintendent will:

- 3.10.4.1. Address areas of concern identified by flight chiefs, the Operations Compliance Manager, and the Operations Officer.
- 3.10.4.2. Tailor the plan for each flight or section.
- 3.10.4.3. Review, formalize, and distribute the evaluation plan.
- 3.10.5. Assessments must be conducted within 60 days of the date of the previous year's/Fuels semi-annual evaluation.
- 3.10.6. The LRS/CC has the option to waive the annual/Fuels semi-annual evaluation for flights scheduled the month before, during, and after a MAJCOM Logistics Compliance Assessment Program (LCAP) or Unit Compliance Inspection (UCI). This will provide the LRS Commander the flexibility needed to meet last-minute taskings and eliminate the duplication of LCAP/UCI reports without diluting the effectiveness of the annual evaluation program. The LCAP/UCI will fulfill the annual/semi-annual evaluation requirement.
- 3.10.7. The LRS/CC shall have one or more qualified individuals from another flight to perform an annual assessment on the QA Section.
- 3.10.8. Unit Assessment Criteria. The QA Section shall use the standard functional LCAP checklists published on the LCAP CoP at (<https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp?Filter=AF-LG-00-34>). Additionally, supplemental functional checklists may be developed from AF and Command directives for use at the unit level. For evaluations of technician proficiency and equipment condition, applicable technical data is the evaluation standard. Local directives, additional checklists, and other methods may be added to conduct the evaluation.
- 3.10.8. (ANG) ANG units will utilize the standard functional LCAP checklist as a guide. However, units are encouraged to develop supplemental functional checklists at the local level in order to ensure that unit specific logistics processes are performed according to standard and quality verified with the greatest detail possible.
- 3.10.9. QA evaluators will use AF Form 4421, *Logistics Readiness Squadron Quality Assurance (LRS QA) Assessment Form*, (once published) when conducting evaluations.
- 3.10.10. Prior to conducting the assessment, the QA evaluator shall discuss assessment areas, special items of concern and discrepancies from the last assessment with the element supervisor and appropriate Flight Chief.
- 3.10.11. Evaluation Exit Briefing. At the end of the evaluation visit, conduct an exit briefing with the flight chief and all section supervisors. Thoroughly discuss all deficiencies and resolve differences of opinion.
- 3.10.12. Evaluation Written Report. A detailed written report of the evaluation shall be routed through the Flight Chief, Operations Compliance Manager, and Commander within 10 duty days after the exit briefing. Include all identified deficiencies, their main causes, and recommended changes. Be sure to identify repeat discrepancies and list the source of the original discrepancy. Units will use the AF Form 2419 to route the report and the AF Form 2420 to document findings.
- 3.10.12. (ANG) The ANG QA Evaluator/Augmentee will route detailed written report NLT 15 duty days after the exit brief.

3.10.13. Include and specify training requirements in the report. Provide the Training Section with a copy of all surveillance reports that identify training requirements.

3.10.14. Replies to Evaluation Reports. Replies are due to the QA Section within 30 workdays of the date of the report. Replies will contain all corrective and preventive actions taken and/or planned including the need for additional root cause analysis. Replies will indicate whether a discrepancy is closed (corrective action completed) or open. The writer of the reply should include the corrective action already taken and the estimated completion date (ECD). ECDs should be actively monitored to ensure corrective action is completed in a timely manner.

3.10.15. Review of Replies. The QA OIC / Superintendent will review replies. Replies should be adequate and completely present corrective and preventive actions. Provide approval, disapproval, and comments to the Logistics Manager/Operations Officer and LRS Commander.

3.10.16. Return replies to the appropriate flight for further action, if they are unacceptable.

3.10.17. File completed evaluation reports and replies in the QA Section.

3.10.18. Report Handling. Reports generated under the Logistics Readiness Squadron Quality Assurance Program are privileged documents. As such, the Air Force controls distribution. All reports generated under this program should be classified, released and distributed consistent with AFI 20-111, Para 4.5., *LCAP Report Handling*.

3.11. Grading. Consistent with the LCAP Program, the purpose of the LRS QA is to evaluate a unit's ability to perform key processes in a safe and compliant manner; the LRS will receive an overall grade based on a five-tier grading scale. A final report of findings, problem areas, and recommended improvements (as required) will be distributed to senior leaders and all inspected flights/sections.

3.11.1. The QA OIC / Superintendent will assign ratings that accurately reflect observed performance and will use the described scoring methodology as the starting point for determining grades. However, the grading criteria are designed as a guide and are not a substitute for the judgment of the QA OIC / Superintendent. When the QA OIC / Superintendent ratings differ from the established grading criteria, the rationale will be explained in the QA Report.

3.11.2. The Five-Tier Grading Scale is:

Table 3.1. Grading Scale

Outstanding	95 - 100%
Excellent	90 - 94.99%
Satisfactory	80 - 89.99%
Marginal	70 - 79.99%
Unsatisfactory	0 - 69.99%

3.12. Scoring. The overall score will be determined by calculating a baseline score and then deducting for penalties.

3.12.1. Baseline Score. The baseline score is calculated by dividing the total number of past events by the total of all events. Events are defined as Evaluations (paragraph 3.6.1) and Inspections (paragraph 3.6.2.). Do not include observations in the baseline score.

3.12.2. Deductions. Deductions are calculated by assessing a .5% penalty for each observation as defined in paragraph 3.6.3. and repeat LRS QA findings. A repeat finding is defined as any identified “Major” finding from the previous LRS QA evaluation.

3.12.3. For nuclear units (units that are tasked with a nuclear mission), each condition resulting in, or meeting the criteria for, an “Unreliable Nuclear Weapon,” “Unsafe Environment,” or “Insecure Environment” as defined in TO 11N-25-1, *Department of Defense Nuclear Weapons Technical Inspection System*, Section 3-2.2 will be treated as a .5% deduction. Each of these conditions will be reported as a Major Finding as defined in paragraph 3.8.6.1.1. and annotated with “UNACCEPTABLE CONDITION THAT REQUIRES IMMEDIATE ATTENTION.”

Chapter 4

LRS QA REPORTING REQUIREMENTS

4.1. Annual LRS Status Report. MAJCOMs will submit an annual LRS Status Report to AF/A4LM using the Air Staff developed and published format. The Air Staff developed and published format will be posted to the LCAP Community of Practice (<https://www.my.af.mil/afknprod/community/views/home.aspx?Filter=AF-LG-00-34>).

4.1.1. The report will cover all assigned LRS units within the command and include the following metrics: overall pass rate, PE pass rate, total number of DSVs, USVs, and UCRs, and overall grade awarded from quarterly status reports.

4.1.2. MAJCOMs will provide any recommendations on guidance that they believe need to be accomplished.

4.1.3. The annual report will run on the calendar year and will be due to AF/A4LM the last Monday in January, i.e. the 2010 report will be due in the last Monday of January 2011.

4.2. Quarterly LRS Status Report. LRS units will submit a quarterly status report to their MAJCOM/A4 using the Air Staff developed and published format. The Air Staff developed and published format will be posted to the LCAP Community of Practice (<https://www.my.af.mil/afknprod/community/views/home.aspx?Filter=AF-LG-00-34>).

4.2.1. The report will cover the previous quarter's completed QA activity.

4.2.2. The report will highlight any trends and areas that required root cause analysis.

4.2.3. The report will be due the 2nd Monday of April, July, October, and January.

4.3. LRS QA Monthly Report. The LRS units will submit the LRS QA Monthly Report to their Group and Wing Commanders. This report is a concise compilation of evaluation results based on the completed monthly assessment.

4.3.1. The report will contain the following metrics: overall pass rate, PE pass rate, total number of DSVs, USVs, and UCRs, root cause analysis, trends, and recommendations. Additionally, this report will include the final determination of findings, unit score, and other information as determined by the squadron commander.

4.3.2. All failed evaluations, inspections, and observations will include the applicable reference(s).

4.4. LRS QA Monthly Brief. The QA OIC / Superintendent will provide a monthly brief to the squadron commander.

4.4. (ANG)LRS QA Monthly Brief. At ANG units, this information will be covered in the monthly - How Goes It/LRS Performance Review briefings or equivalent.

4.4.1. Attendees include, at a minimum, Key Unit Leadership, and the QA OIC / Superintendent. Other interested parties may attend upon the mutual agreement of the QA OIC / Superintendent and squadron commander. The monthly QA Summary will include visual information, graphs, narratives, quality trends identified through inspections and evaluations, discussion of common problem areas and description of successful programs or initiatives.

4.4.1.1. The following areas must be addressed in the summary:

4.4.1.2. Compliance with current HAF, MAJCOM, and Unit directives.

4.4.1.3. Equipment forms documentation.

4.4.1.4. Training Program.

4.4.1.5. Key Task List (KTL).

4.4.1.6. Routine Inspection List (RIL).

4.4.1.7. Narrative Report: The monthly narrative report must contain an analysis of the results, a summary of significant CAT I and II discrepancies (reference 3.6.4.), technical inspections and recommendations for improvement. Prior to preparing the narrative report, QA must conduct a study of trends.

4.4.1.8. Trend Analysis. Review previous reports to determine if inspected areas have improved or declined. Consistent high scores in any category may indicate the programs emphasis is not focused on the unit's actual problem areas. Low scoring areas may require a reassessment of the corrective actions taken by management. Continuous communication between unit leadership, supervision, and QA personnel is essential. Highlight trends and root causes in the summary.

4.4.2. Template for the Monthly Brief is located at the Logistics Compliance Assessment Program CoP in the LRS Quality Assurance Folder.

4.5. LRS QA Assessment Form. The inspected flight must provide a written response to the Squadron Commander or designated representative on all documented major findings within 30 days using AF Form 4421 (once published). **EXCEPTION:** ARC evaluated units must provide response within 60 days of receipt of the final report.

4.5.1. Major findings recommended for closure must include root cause analysis and sufficient corrective action measures to prevent reoccurrence. If the finding remains open, units must state the corrective action already taken, the plan for final resolution, and the estimated completion date.

4.5.1.1. Root cause analysis techniques may be found in the *Air Force Smart Operations for the 21st Century Playbook, Volume B (Ver 2.0): Introduction to the Eight Step OODA Loop AFSO Problem Solving*, located on the Air Force Portal.

4.5.2. Flights will submit responses every 30 days to the QA OIC / Superintendent until all findings have been closed.

4.6. LRS QA Report Handling.

4.6.1. Classification. The LRS QA Report must be marked in accordance with the security classification guide. Mark unclassified reports as "For Official Use Only" (FOUO) if they contain FOUO information as defined in AFI 31-401, *Information Security Program Management*.

4.6.2. Releasability. LRS QA Reports are privileged documents and the Air Force controls their distribution. DOD members, DOD contractors, consultants, and grantees are permitted access to inspection reports IAW DOD Regulation 5400.7/Air Force Supplement. Non-DOD parties requesting inspection reports should be referred to the appropriate Freedom of

Information Act (FOIA) office. The following statement must appear on the cover and in the body of each report: "For Official Use Only. This report contains internal matters that are deliberative in nature, are part of the agency decision-making process, and/or are otherwise legally privileged, each of which are protected from disclosure under the Freedom of Information Act, 5 U.S.C. §552 (2006). Do not release in whole or in part to persons or agencies outside the Air Force, nor can it be republished in whole or part in any publication not containing this statement, including Air Force magazines and general use pamphlets, without express approval of the Director of Logistics, AF/A4L."

4.6.2.1. LRS QA Reports may be released in whole or part within the DoD at MAJCOM A4 discretion. A summary of findings and facts may be released for inclusion in base and local newspapers. Do not release inter/intra-agency pre-decisional/deliberative material. Contact AF/A4L for approval to release reports in whole or in part outside the DoD.

4.6.2.2. All LRS QA reports marked in accordance with paragraph 4.6.1. will be maintained IAW AFMAN 33-363, Management of Records, and disposed of IAW Table 21-09 R 02.00, Quality Control Inspection/Evaluation Records, from the Air Force Records Disposition Schedule in the Air Force Records Information Management System (AFRIMS), <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm> ." Records should be destroyed IAW DoD 5200.1-R, Information Security Program, and IAW AFI 31-401, for classified material.

4.6.2.3. The Logistics Manager/Operations Compliance Manager or Operations Officer or designated representative will coordinate with the evaluated section Contracting Officer Representative to identify any LRS QA Unit Report releasability restrictions that may apply to Contractor Managed Operations.

4.6.3. Distribution. The MAJCOM LRS QA Annual Reports will be posted on the AF Portal in the LRS QA Program folder located within the LCAP CoP to foster cross sharing of information. The LRS Unit Quarterly reports will also be posted on the LCAP CoP.

4.7. Prescribed Forms AF Form 4421, *Logistics Readiness Squadron Quality Assurance (LRS QA) Assessment Form*

4.8. Adopted Forms AF Form 2419, *Routing and Review of Quality Control Reports*

AF Form 2420, *Quality Control Inspection Summary*

AF Form 847, *Recommendation for Change of Publication*

LOREN M. RENO, Lt Gen, USAF
DCS/Logistics, Installations & Mission Support

(ANG)

HARRY M. WYATT III, Lieutenant General,
USAF
Director, Air National Guard

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFPD 63-1, 20-1, *Acquisition and Sustainment Life Cycle Management*, 3 April 2009

AFH 38-210, *Air Force Best Practices Clearinghouse*, 9 April 2001

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Abbreviations and Acronyms

AFI— Air Force Instruction

AFJQS— Air Force Job Qualification Standard

AFMAN— Air Force Manual

AFPD— Air Force Policy Directive

AFRIMS— Air Force Records Information Management System

CFETP— Career Field Education and Training Plan

COR— Contracting Officer Representative

COTR— Contracting Officer's Technical Representative

DOD— Department of Defense

DRU— Direct Reporting Unit

DSV— Detected Safety Violation

ECD— Estimated Completion Date

EET— Exercise Evaluation Team

EPE— Evaluator Proficiency Evaluation

FGS— Final Governing Standards

FOA— Field Operating Agency

FOUO— For Official Use Only

HAZMAT— Hazardous Material

KTL— Key Task List

LCAP— Logistics Compliance Assessment Program

LRS— Logistics Readiness Squadron

MAJCOM— Major Command

NWRM— Nuclear Weapons Related Materiel

OEBGD— Overseas Environmental Baseline Guidance Document

OPR— Office of Primary Responsibility

PE— Personnel Evaluation

PIC— Positive Inventory Control

PWS— Performance Work Statement

P-Plan— – Performance Plan

QA— Quality Assurance

QAE— Quality Assurance Evaluator

QVI— Quality Verification Inspection

RIL— Routine Inspection List

SI— Special Inspection

TCTO— Time Compliance Technical Order

TDV— Technical Data Violation

TO— Technical Order

TPE— Trainer Proficiency Evaluation

UCR— Unsatisfactory Condition Report

Terms

Evaluations— Represent the direct evaluation of a logistics action, inspection, or training conducted/performed by an individual or team. Evaluations are used to evaluate job proficiency, degree of training, and compliance with technical data or instructions. Any individual performing, supervising, or evaluating logistics tasks is subject to a direct evaluation. Refer to AFI 20-111 for specific procedures on conducting and rating evaluations.

Personnel Evaluation— the direct evaluation of an individual or team conducting/performing a logistics action. PEs may be conducted on task-oriented functions such as equipment maintenance as well as process-oriented functions such as vehicle dispatch.

Evaluator Proficiency Evaluations— the direct evaluation of a QA individual or any individual performing a quality/compliance assurance function in a unit.

Trainer Proficiency Evaluations— the direct evaluation of a unit instructor/trainer to determine their ability to teach accurately and sufficiently. TPEs also assess weapon system, equipment or process knowledge; teaching methods and techniques; the ability to operate trainers; and adequacy and effectiveness of training programs. Any individual training personnel on a task or process is subject to a TPE.

Inspections— represent inspections of equipment and processes, often through the use of LCAP functional checklists and other applicable checklists, to ensure compliance with established standards. Inspections are rated as “Pass” or “Fail.”

Quality Verification Inspection— an inspection of equipment condition or a process after an inspection, repair action, or process has been completed by a technician or supervisor to assess if it was properly completed. The QVI finding should reflect deficiencies by the individual who accomplished the task and identify specific discrepancies.

Special Inspections— inspections not covered by QVIs or Evaluations and may include, but are not limited to, inspections of: equipment forms, document control procedures and file plans, consolidated tool kits, inventory controls, TO files, vehicle inspections, housekeeping, safety practices, FOD program, and other interest items identified by Headquarters Air Force and MAJCOMs. SIs may be compliance or proficiency oriented.

Observations— represents observed events or conditions with safety implications or technical violations not related to an evaluation or inspection that are considered unsafe, not in accordance with established procedures, or in the case of equipment, unfit to operate.

Detected Safety Violation— an observed unsafe act by an individual.

Technical Data Violation— an observation of any person performing maintenance or another logistics process without the required technical data present at the job site and in use.

Unsatisfactory Condition Report— an unsafe or unsatisfactory condition, other than a DSV, chargeable to the work center supervisor.

Discrepancy Category I— a required inspection/TO procedural item missed or improperly completed. This category is a specific work card item or TO step, note, caution, or warning for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

Discrepancy Category II— an obvious defect, which could have been readily detected by a technician or supervisor, but is not a specific work card item or TO step, note, caution, or warning for that specific evaluated task. Use sub-classification of major or minor to indicate the discrepancy’s relative severity.

Major Finding— A deficiency that results or could result in widespread or significant mission impact or failure.

Minor Finding— A deficiency that is procedurally incorrect but only has minor mission impact.

Attachment 2

LRS QA REPORT FORMAT

A1.1. LRS QA Report Format. The LRS QA Report will be provided to the squadron commander following the format described below. The report will contain, at a minimum, the following sections:

A1.1.1. Executive Summary: Provides a concise narrative of the overall evaluation results for the unit. It shall include an overall unit score and comments shall be categorized into the appropriate Focus Area defined in [paragraph 3.7](#) as applicable.

A1.1.2. LRS QA Scores: Provides a summary of flight scores.

A1.1.3. Findings: Provides a complete listing of the failed evaluations, inspections, and observations. All findings must include applicable references. The findings shall be categorized into one of the Focus Areas.

A1.1.4. Other Significant Findings: Provides a narrative of findings outside the scope of the QA evaluation but significant enough to warrant MAJCOM and AF attention. These findings identify issues beyond the unit's ability to control or affect. They will not be included in the unit's score.

A1.1.5. **(Optional)** Recommended Improvement Areas. Provide a summary of processes, products, or capabilities which could be improved by a suggested course of action.

A1.1.6. **(Optional)** Unit Strengths. Provide a summary of unit strengths and positive processes observed during the evaluation. The QA OIC / Superintendent may identify potential Best Practices following the procedures contained in AFH 38-210, *Air Force Best Practices Clearinghouse*.

A1.1.7. **(Optional)** Outstanding Performers: The QA OIC / Superintendent may elect to identify personnel or teams that demonstrate a superior level of professional excellence and personal responsibility.