**Aircraft Operations Correspondence Job Aid**

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**Office of Primary Responsibility: Aircraft Operations Policy**

**Effective:** December 5, 2024

**Approved by:** CAPT Brian McElwain, USN, Executive Director, Aircraft Operations

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Purpose: The intent of this Job Aid is to provide examples/templates for typical aircraft operations (AO) correspondence. Yellow highlights indicate fields that usually require information. Blue highlights indicate additional guidance to the user of the template. All template examples were derived from the current DCMA templates IAW DCMA‑MAN 4501‑02. **All memoranda or letters are to be in 12 pt Times New Roman font per the manual. However, some of the following examples are in 10 pt font to avoid orphaning for this document.**  See the 4501-02 for further format guidelines. For Service GFRs & G-GFRs, follow the correspondence guidance for your commands.

NOTE: Controlled unclassified information (CUI) markings in this document are for template/example purposes only. Nothing in this document is considered CUI.

CUI Box Directions:

Controlled by: DCMA

Controlled by: Insert Office Code drafting Document, usually your CMO

CUI Category: for AO, it will usually be General Privacy – “PRVCY”; General Procurement & Acquisition – “PROCURE”; or General Proprietary Business Information – “PROPIN”

Limited Dissemination Control: for AO, it will usually be Federal Only – “FED ONLY” or Federal & Contractor – “FEDCON”

POC: Insert name of drafting individual responsible for correspondence

The examples on the letters will show the expected category for most situations.]

Controlled by: DCMA

Controlled by: [DCMA CMO Office Code]

CUI Category: [Category]

Limited Dissemination Control: [Control List]

POC: [Drafter Name & Phone]

**\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

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# Example GFR/G-GFR Appointment Letter

CUI[In Header above Letterhead]

[LETTERHEAD]

[Month Day, Year]

MEMORANDUM FOR RECORD

SUBJECT: Government Flight Representative Appointment For [Rank and Name] (See DCMA-INST 8210-1 for appropriate Approving Authority)

Pursuant to the Combined Instruction, [DCMA INST 8210-1D, AFI 10-220, AR 95‑20, NAVAIRINST 3710.1H, COMDTINST M13020.3B], “Contractor's Flight and Ground Operations,” [name/rank] is hereby designated [add Alternate or Ground, if appropriate] Government Flight Representative (GFR) for [contractor’s name and location, or specific contract number]. The authority to perform the Contract Administration Services (CAS) function listed in [FAR subpart 42.302](#FAR42302)(a)(56) “Maintain surveillance of flight operations,” is granted to [name/rank] as an individual and is not to be re-delegated. It is effective through [GFR/G-GFR course certification date plus five years] and only so long as [name/rank] remains in their present assignment, unless sooner terminated. Only individuals granted this authority per the Combined Instruction are authorized to execute GFR responsibilities. The GFR will work directly with the assigned Contracting Officer to ensure compliance with approved procedures.

[Approving Authorities may limit the authority granted to GFRs/G-GFRs. Use the following paragraph for authorizing individuals to perform all GFR responsibilities under this Instruction]:

[Name/rank] is delegated full authority to approve contractor crewmembers, flights, and Procedures for aircraft flight and ground operations under their jurisdiction.

[Use this paragraph for assigning qualified Ground GFRs]:

[Name/rank] is delegated authority to approve contractor aircraft ground operations Procedures under their jurisdiction.

Direct any questions concerning this letter to this office, DSN 123-4567, (888) 123-4567.

[[Approving Authority](#Approving_Authority)]

[Title, Office]

Controlled by: [Approving Authority Command]

Controlled by: [Approving Authority Office Code]

CUI Category: PROCURE

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI [In footer]

# Example Supporting Contract Administration Delegation Format

CUI[In Header above Letterhead]

[LETTERHEAD]

[Month Day, Year]

MEMORANDUM FOR [Supporting Contract Administration Services Component (CASC)\* Commander]

SUBJECT: Supporting Contract Administration Request

Request that your command provide supporting contract administration (SCA) for [contract number/or program] per FAR 42.302(a): [These are the more common areas delegated WRT aircraft operations. CASCs should add or delete those items from FAR 42.302 as necessary.]

(27) “*Perform property administration”* [requires appointment of a property administrator to oversee Government property not considered aircraft.]

(38*) “Ensure contractor compliance with contractual quality assurance requirements”* [Requires appointment of a Quality Assurance Specialist (QAS), Contracting Officer’s Representative (COR) or Contracting Officer’s Technical Representative (COTR). If the contract aircraft require functional or acceptance check flights include this CAS function. If delegated it may be limited to flight or ground operations only.]

(39) “*Ensure contractor compliance with contractual safety requirements”* [Refers to industrial safety CAS. Useful if contractor has ammunition/explosives, hazardous material (HAZMAT), paint, or aircraft servicing operations.]

(56) “*Maintain surveillance of flight operations”* [Requires appointment of Primary/ Alternate GFR(s), to monitor contractor flight and/or ground operations. GFR functions may be split between GFRs located at the supported site and supporting site. When splitting duties, describe in this paragraph which functions are being shared between GFRs (e.g., flight approvals, approval of Procedures).]

We ask that acceptance of this SCA request be in writing and include your GFR’s/G-GFR’s name(s) and contact information. Personnel selected to act as the GFR, Alternate GFR, or G-GFR must attend the GFR/GGR Training Course and be appointed by the appropriate Approving Authority [see DCMA-INST 8210‑1D], prior to performing [FAR 42.302](#FAR42302)(a)(56) contract administration duties.

[Supported CASC Commander]

[Title, Office]

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROCURE

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI [In footer]

**\*In DCMA, the CASC Commander is the CMO Commander.**

**Example GFR/G-GFR Cross Organizational Letter of Agreement**

CUI[In Header above Letterhead]

[LETTERHEAD]

[Month Day, Year]

Letter of Agreement (LOA) between [Owning CASC organization] and Commanding Officer, [organization where aircraft are located]

SUBJECT: Assignment of [Unit] Government Flight Representative

REFERENCES: (a) Contract [number]

(b) Federal Acquisition Regulation (FAR) subpart 42.302(a)(56)

(c) Defense Federal Acquisition Regulation Supplement (DFARS)

(d) DCMA Instruction 8210-1D [AFI 10-220, AR 95‑20, NAVAIRINST 3710.1H, COMDTINST M13020.3B], “Contractor's Flight and Ground Operations,”

1. SCOPE: This agreement applies only to Government Flight Representative (GFR) responsibilities in support of [type aircraft] flight and ground operations conducted under the cognizance of reference (a).
2. BACKGROUND: The Defense Contract Management Agency (DCMA) is a joint Department of Defense agency chartered to providing Contract Administration Services (CAS) at contractor facilities. DCMA [command] has contract administration responsibilities for reference (a) which requires the contractor to perform services on [base name]. In accordance with reference (b), (c), and (d) requirements, a Service [GFR/G-GFR] is required to oversee the contractor’s operations that occur on base.
3. COMMUNICATION AND COORDINATION:
   1. [Service unit] must provide DCMA [unit] a properly qualified and trained [GFR/G-GFR] in accordance with the criteria given in reference (d) to perform on base [GFR/G-GFR] duties in support of reference (a). The [GFR/G-GFR] must report to DCMA [unit] while performing [GFR/G-GFR] duties, but must belong to [Service unit] administratively, and for all other duties.
   2. DCMA [unit] must provide assistance in the interpretation of contract requirements as needed by the GFR. Any waivers to the reference (a) or (d) requirements must be submitted through the DCMA chain of command in accordance with reference (d).

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROCURE

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI [In footer]

CUI[In Header]

1. ADMINISTRATION: Custody of the aircraft must remain with the Service. Any flight or ground mishap investigations will be the responsibility of the Service. DCMA will provide contract information or other technical expertise during the course of the investigation if needed. The GFR must notify the ACO of any damage to the aircraft during the term of the contract.
2. REVIEW PROCESS: This LOA must be reviewed and updated as required or whenever there is a change in contract requirements. The LOA must expire on completion of all contracted work, or upon notification by either party.
3. NOMINATION: The [Service command] hereby appoints [individual’s rank, name] to be the [GFR/G-GFR] for reference (a) under the terms of this LOA.
4. APPOINTMENT: Upon confirming the qualifications of the [unit GFR/G-GFR], [DCMA CMO commander] will formally delegate GFR responsibility per reference (d).

For [DCMA CMO Commander] For [Service Commander]

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(Date) (Date)

CUI [In footer]

# Example Survey Report Format

CUI[In Header above Letterhead]

[LETTERHEAD (or memo format)]

[Month Day, Year]

EXECUTIVE SUMMARY [Example Annual Survey Report. NOTE: The Executive Summary should be attached to a cover letter routing the report through GFR’s commander, ACO, and contractor.]

INTRODUCTION

The Flight Operations Survey of [contractor] was accomplished [date]. The contractor was evaluated according to the contract, the Combined Instruction and applicable Service Guidance and industry standards. The Survey Team consisted of:

GFR/G-GFR [Name, Rank]

GGR [Name, Rank]

CSM [Name, Rank]

QA [Name, Rank]

Other [Name, Rank]

The Survey Team, in conjunction with [USN/USA/USAF] customer representatives from [Service unit], evaluated the contractor’s mitigation of risk in each functional area of aircraft operations at [contractor]. The goal is to improve the safety and security for all personnel involved, and to better protect and conserve government resources.

The Survey Team, in conjunction with [USN/USA/USAF] customer representatives from [Service unit], also evaluated the contractor’s compliance with the Combined Instruction (DCMA INST 8210-1) and contractual requirementsin each functional area of aircraft operations at [contractor]. The goal is to improve the safety and security for all personnel involved and to better protect and conserve government resources.

PURPOSE

This report fulfills the requirements of DCMA INST 8210-1 [AFI 10-220, AR 95‑20, NAVAIRINST 3710.1H, COMDTINST M13020.3B] for conducting an Annual Aircraft Operations Survey of contractor operations where the Government, by contract, assumes some or all of the risk of loss through the Ground & Flight Risk Clause ([GFRC](#DFARSGFRC)) (DFARS 252.228-7001).

CUI [In footer]

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROCURE

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI[In Header above Letterhead]

This report includes an Executive Summary narrating the teams’ observations, noted discrepancies requiring corrective actions, and a Facility Data Sheet.

This report is to be treated as sensitive information and not be shared with other contractors. The information herein is to be considered “Controlled Unclassified Information” and is not to be distributed outside [contractor], owning program offices, or CAS channels. Additionally, there is no provision to use this information for contract sourcing.

CONTRACTOR OVERVIEW

[Include paragraph describing scope of contract work.]

OVERALL ASSESSMENT

[In two or three paragraphs, summarize the overall health of the contractor’s operations. Highlight any significant observations, good or bad.]

DETAILED ASSESSMENT

Contractor’s Procedures. [Describe the observations that contributed to the overall assessment of the Procedures using as many paragraphs as necessary. GFRs may discuss contractual, non-contractual, and positive feedback to the contractor in this section. Any observation requiring corrective actions by the contractor should be listed in the Required Corrective Actions attachment.]

[Repeat report format for:]

Flight Operations:

Ground Operations:

Safety:

CONCLUSIONS

[Summarize the entire report. Your audience is the ACO (or lead), the program office, and finally the contractor. Route the report through the ACO to the contractor. Copy the program office. If corrective actions are directed, include the final disposition of the report and contractor’s response in your file copy.]

//signed//

NAME, Rank, Service

Government Flight Representative

Attachments

1. Findings [State if Requiring Corrective Actions]

2. Facility Data Sheet

CUI [In footer]

CUI[In Header above Letterhead]

FINDINGS

[NOTE: ACO should forward the entire Survey report to the contractor. However, they must stress that only this section requires actions by the contractor.]

Finding #: (Describe escape. All findings requiring corrective actions MUST BE of a contractual nature and must reference the specific Procedure or contract requirement not met. Findings of this nature should provide sufficient information for resolving the issue; however, GFRs should never direct specific solutions to the deficiencies identified in the Contractor’s Procedures. To do so would lessen the contractor’s ownership of their Procedures and may open the GFR to being accused of constructive change. Findings outside the scope of the contract should be addressed through the contracting officers and program office for resolution and not communicated to the contractor. Attempting to correct a contract deficiency though an Annual Survey Report could be construed as creating a constructive change and should be avoided at all costs.)

Example:

Finding 1: No scheduled inspection process exists for work-stands used around contract aircraft. Several work-stands were leaking hydraulic fluid. Padding on three separate work‑stands was worn/ripped to such an extent it would not protect an aircraft if the work‑stand bumped up against it. Reference: [State specific Instruction/Regulation/ FAR/DFARS/contractual wording with which the contractor is not in compliance. For example: Reference: AR-95‑20, paragraph 5.8.1.]

Finding 2: The Spotsylvania International Airport Fire Department is the primary Aircraft Rescue and Fire Fighting (ARFF) facility for the contractor and is operated by the County Airport Authority. ARFF support here is excellent. The facility is located on the main airport campus with a clear response path from the ARFF facility to the contractor’s facility, and an average response time of 1 minute and 50 seconds, based on previous exercises. The last mishap response exercise was held in June 2020. The fire department has a total crew of nine Level I/II certified firefighters that have been trained through the Virginia Fire Academy. They operate to NAS 3306 (Revision 3). The fire department currently maintains proximity firefighting gear, however, they will be switching to structures gear throughout the next 24 months. An approved waiver is in place for the ARFF vehicle. Training and vehicle maintenance records were error free. [Not all findings have to be negative]

CUI [In footer]

# Example ACO Survey Endorsement Format

CUI[In Header above Letterhead]

[LETTERHEAD (or memo format)]

[Month Day, Year]

[Company POC]

[Title]

[Street Address]

[City, State Zip]

Dear [Company POC],

The purpose of this letter is to provide the results of the [Semi-]Annual Survey of [contractor] which was conducted at the [contractor location] facility from [dates]. The report was issued by the Government Flight Representative (GFR), [Rank/Name]. A copy of the report is provided as an enclosure.

[Contractor] is required to take the necessary actions to ensure contractual compliance. DCMA‑INST 8210-1 states, “The contractor replies to survey findings within 30 days, unless a specific case warrants other action.” The report is to be treated as sensitive information and not shared with other contractors. The information in the report is to be considered “Controlled Unclassified Information” and is not to be distributed outside [Contractor, Program Office], or Contract Administration Service (CAS) channels.

Please confer with your staff and provide your response to the findings in the enclosed report, to the [POC, this can be the ACO (‘undersigned’) or directly to the GFR], no later than thirty (30) days from the date of this letter. If you have additional questions or concerns, you can reach me at (555) 123-4567 or email at Admin.KO.civ@mail.mil.

Sincerely,

[Name]

Administrative Contracting Officer

Enclosure(s):

[Semi-]Annual Survey Report

Controlled by: DCMA

Controlled by: [CMO Office Code]

CUI Category: PROPIN

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI [In footer]

# Example Procedures Approval Letter Format

CUI[In Header above Letterhead]

[LETTERHEAD]

[Month Day, Year]

[Company POC for Procedures]

[Title]

[Street Address]

[City, State Zip]

Dear [Company POC for Procedures],

Subject: Approval of [Company’s] Procedures

Pursuant to the Combined Instruction, [DCMA INST 8210-1, AFI 10-220, AR 95‑20, NAVAIRINST 3710.1H, COMDTINST M13020.3B], “Contractor's Flight and Ground Operations,” paragraph 10.9.1.1., GFR review of the [company’s] Procedures for the [name of program the Procedures relate to (e.g., X-1313 production)] contract is complete. The Procedures are approved.

The [company’s] documents listed in the following table constitute thecontractually required Procedures as described by the Combined Instruction.

|  |  |  |  |
| --- | --- | --- | --- |
| Document | Title | Revision | Date |
| ABC-001 | FOPS | 2 | 10/12/19 |
| ABC-002 | GOPS | 2 | 10/12/19 |
| ABC-004 | SPs | 3 | 5/7/20 |
| ABC-454 | Mishap Response Plan | C | 10/12/19 |

This approval of the above Procedures is effective immediately and is valid for one year unless superseded or suspended by the GFR. While other industrial or quality processes may be found in the Procedures for the convenience of consolidation, the GFR is not responsible for processes related to other industrial procedures or standards, such as OSHA, AS9100, etc.

All proposed changes to the above Procedures shall be submitted to the GFR in writing. Changes are not to be implemented prior to GFR approval.

Direct any questions concerning this letter to my office (555) 123-4567 or via e-mail robert.m.pilot5.mil@mail.mil.

Sincerely,

Capt Robert M. Pilot

[Ground-]Government Flight Representative

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROPIN

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

Copy: CASC Commander  
ACO

CUI [In footer]

# Example Conditional Procedures Approval Letter Format

CUI[In Header above Letterhead]

[LETTERHEAD]

[Month Day, Year]

[Company POC for Procedures]

[Title]

[Street Address]

[City, State Zip]

Dear [Company POC for Procedures],

Subject: Conditional Approval of [Company’s] Procedures

Pursuant to the Combined Instruction, [DCMA INST 8210-1, AFI 10-220, AR 95‑20, NAVAIRINST 3710.1H, COMDTINST M13020.3B], “Contractor's Flight and Ground Operations,” paragraph 10.9.1.1., GFR review of the [company’s] Procedures for the [name of program the Procedures relate to (e.g., X-1313 production)] contract is complete.

The [company’s] documents listed in the following table constitute thecontractually required Procedures as described by the Combined Instruction.

|  |  |  |  |
| --- | --- | --- | --- |
| Document | Title | Revision | Date |
| ABC-001 | FOPS | 2 | 10/12/19 |
| ABC-002 | GOPS | 2 | 10/12/19 |
| ABC-004 | SPs | 3 | 5/7/20 |
| ABC-454 | Mishap Response Plan | C | 10/12/19 |

The Procedures are approved with the following conditions.

[Change rotary-wing visibility weather minimums to read “ACF/FCF hover checks may be performed when clear of clouds and at least ½ mile visibility.” The ¼ mile visibility listed conflicts with DCMA INST 8210-1C, paragraph 4.11.2.2.3.]

or

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROPIN

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

[Towing procedure needs to be updated to match actual practices that were observed. While these actions meet the Combined Instruction requirements, the procedures do not accurately depict the actions the personnel execute.]

This approval (with the above conditions) of the Procedures is effective immediately and is valid [provide a reasonable amount of time to fix and resubmit] unless superseded or suspended by the GFR. While other industrial or quality processes may be found in the Procedures for the convenience of consolidation, the GFR is not responsible for processes related to other industrial procedures or standards, such as OSHA, AS9100, etc.

All proposed changes to the above Procedures shall be submitted to the GFR in writing. Changes are not to be implemented prior to GFR approval.

Direct any questions concerning this letter to my office (555) 123-4567 or via e-mail robert.m.pilot5.mil@mail.mil.

Sincerely,

Capt Robert M. Pilot

[Ground-]Government Flight Representative

Copy: CASC Commander  
ACO

CUI [In footer]

# Surveillance Plan Evaluation Template

Controlled Unclassified Information (CUI) [In Header, letterhead optional]

MEMORANDUM FOR RECORD

[Month Day, Year]

SUBJ: SURVEILLANCE PLAN EVALUATION FOR [DATE RANGE (JAN-MAR 2025)]

This memorandum documents the APT's evaluation of the overall Aircraft Operations Surveillance Plan for CAGE: [1A234] IAW DCMA-MAN 2303-01 Volume 1, "Surveillance," and DCMA-MAN 2303-01, Volume 2, "Surveillance: Aircraft Operations."

|  |  |
| --- | --- |
| **Date Range of Data Analyzed (Quarterly Minimum):** | [1 Jan - 31 Mar 2025] |
| **Type of Data Analyzed:** | Contractor Flight and Ground Procedures, surveillance records |
| **Nature of Observations:** | [Results/trends from surveillance records, SP execution (as scheduled, under/over executed, etc.)] |
| **Thresholds and Triggers:** | [Which specific (if any) thresholds were met and did any triggers occur?] |
| **Conclusion:** | [Results based on analysis performed and conclusion of analysis (e.g., trends identified, new risk identified)] |
| **Actions Taken:** | [Actions taken as a result from the analysis to include changes to the surveillance plan and frequency of collection and analysis] |

Next surveillance plan evaluation is scheduled for [July 10, 2025]for [Apr-Jun] surveillance

[Name of APT Lead (primary GFR/G-GFR)]

Controlled by: [CAS Command]

Controlled by: [CAS Command Office Code]

CUI Category: PROCURE

Limited Dissemination Control: FEDCON

POC: [Drafter Name & Phone]

CUI [In footer]