







DEPARTMENT OF DEFENSE  
Defense Contract Management Agency

## INSTRUCTION

### QA Development

Quality Assurance Directorate  
OPR: DCMA-QA

DCMA-INST 318  
February 11, 2014

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**1. PURPOSE.** This Instruction:

- a. Reissues and updates DCMA-INST 318, QA Development (Reference (a)).
- b. Establishes policy to ensure QA personnel possess the knowledge, skills, and abilities to perform government contract quality assurance (GCQA) surveillance, to accept supplies on behalf of the U.S. Government, and assigns roles and responsibilities.
- c. Is established IAW DoD Directive 5105.64 (Reference (b)), DCMA-INST 501, Policy Publications Program (Reference (c)), and all references listed.

**2. APPLICABILITY.** This Instruction applies to all DCMA quality personnel performing GCQA activities.

**3. MANAGERS' INTERNAL CONTROL PROGRAM.** This Instruction is subject to evaluation and testing IAW DCMA-INST 710, Managers' Internal Control Program (Reference (d)). The process flowchart is located at Appendix A.

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

**5. PLAS CODES.** Process: 124A - Attend Defense Acquisition University/DAU Training  
Process: 124B - Receive Other Training  
Process: 124C - Perform Training Management

**6. POLICY RESOURCE WEB PAGE.** <https://home.dcma.mil/POLICY/318r>

**7. EFFECTIVE DATE.** By order of the Director, DCMA, this Instruction is effective February 11, 2014, and all applicable activities shall be fully compliant within 60 days of this date.

Michael E. Shields, Jr.  
Executive Director  
Quality Assurance

## SUMMARY OF CHANGES

The purpose of this policy update is to incorporate new requirements and clarifications, and meet the new Agency **policy format** requirements. Chapters 1 and 2, Appendices, and Glossary were added in accordance with (IAW) the new policy format. Chapter 3 Procedures remains without substantive change except the following additions:

- 3.1.11. If the first-level supervisor (FLS) determines there is a competency gap related to the lack of knowledge, skills, or abilities of an assigned employee, the FLS will adjust the Training Competency Assessment Tool (TCAT) to reflect the competency gap. Training and/or on-the-job-training (OJT) shall be scheduled and completed to close the competency gap. Personnel in the process of training shall not accept product or services until such time that the competency gap has been resolved and TCAT updated accordingly.
- 3.2.2. Nondestructive Testing (NDT) Skill Set. Quality Assurance (QA) personnel directly evaluating the adequacy/use of the supplier/subcontractor's procedures, process controls, interpretation of NDT results, personnel certification requirements and/or records shall be trained and/or certified in the applicable NDT methods used by the contractor. Training and certification requirements are outlined in the DCMA NDT Training and Certification Annex (accessed at the link on the Resource Web page). QA personnel that only delegate NDT to Host Nations or to subcontract QA personnel are not required to be trained and/or certified in NDT methods/disciplines.
- 3.2.3.1. Prior to deploying on a Contingency Contract Administration Support (CCAS) assignment:
  - 3.2.3.1.1. DCMA QA personnel shall complete all of the service contract skill set formal training courses except for OJT.
  - 3.2.3.1.2. An individual's home supervisor will sign off all service contract competencies in TCAT for formal training courses completed.
  - 3.2.3.1.3. An individual's home supervisor will endorse his or her service contract application to indicate completion of all required competencies (except for OJT), and that the individual is able to perform them.
- 3.2.3.2. Service contract skill set OJT shall be completed within 2 weeks of arriving in theater.
  - 3.2.3.2.1. OJT plans for the service contract skill set shall be tailored to an individual's assignment and location. The FLS or Theater Technical Director (TTD) will develop the OJT plan which may be administered by the FLS, TTD, or an individual designated in writing by the FLS.

- 3.2.3.2.2. The individual's FLS will sign the OJT competency off in TCAT when completed.

Though substantive changes are listed above, there are additional changes within the Instruction that provide additional clarification and guidance for QA development. This Instruction should be read in its entirety.

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## **REFERENCES**

- (a) DCMA-INST 318, QA Development, October 2010 (hereby canceled)
- (b) DoD Directive 5105.64, Defense Contract Management Agency (DCMA), January 10, 2013
- (c) DCMA-INST 501, Policy Publications Program, October 1, 2013
- (d) DCMA-INST 710, Managers' Internal Control Program, September 12, 2011
- (e) DCMA-INST 629, DAWIA Training Management, March 7, 2012

## CHAPTER 1

### POLICY

#### 1.1. POLICY.

1.1.1. It is DCMA policy that DCMA personnel possess the knowledge, skills, and abilities to perform GCQA surveillance to reduce the likelihood of risk causes and establish a basis of confidence that the supplies/services meet the quality and technical requirements of the contract.

1.1.2. To accept product or services on behalf of the U.S. Government, QA personnel shall be certified in or working towards a Defense Acquisition Workforce Improvement Act (DAWIA) Level I certification in a DoD career field aligned to the position and shall be deemed competent in the core and applicable core plus competencies within the QA systems or quality assurance engineer (QAE) systems skill set (as applicable) and any applicable technical skill set(s) as outlined in paragraphs 1.1.4. through 1.1.5.

#### 1.1.3. DAWIA Training Management.

1.1.3.1. Quality assurance specialists (QAS) (General Schedule (GS)-1910 series) shall obtain DAWIA certification in the production, quality, and manufacturing career field as prescribed in DCMA-INST 629, DAWIA Training Management (Reference (e)).

1.1.3.2. Engineers performing support functions to quality shall obtain DAWIA certification in the engineering career field as prescribed in DCMA INST 629 (Reference (e)).

#### 1.1.4. QAS/QAE System Skill Set Competencies/Training.

1.1.4.1. QASs (GS-1910 series) shall possess/obtain all core competencies for the QA systems skill set. QASs shall also possess/obtain any core plus competencies for the QA systems skill set which are applicable to the job assignment.

1.1.4.2. Engineers performing support functions to quality shall possess/obtain all core competencies for the quality engineer systems skill set. Engineers performing support functions to quality shall also possess/obtain any core plus competencies for the quality engineer systems skill set which are applicable to the job assignment.

1.1.5. Technical Skill Set Competencies/Training. QASs (GS-1910 series) and engineers performing support functions to quality shall possess/obtain the core and applicable core plus competencies for assigned technical skill sets.

1.1.6. Professional Certification through the American Society for Quality (ASQ). QASs (GS-1910 series) and engineers performing support functions to quality can obtain professional certification through ASQ (accessed at the link located on the Resource Web page) for related and offered QA disciplines. Professional certifications are based on ASQ's bodies of knowledge in disciplines such as certified quality auditor, certified quality technician, and certified quality



engineer. To participate in these certification programs, personnel must meet the eligibility requirements as established by ASQ prior to nomination. Headquarters (HQ) personnel will periodically provide instructions for personnel to self-nominate for the offered professional certification programs.

## CHAPTER 2

### ROLES AND RESPONSIBILITIES

**2.1. HEADQUARTERS (HQ) QUALITY ASSURANCE (QA) TRAINING TEAM.** The HQ QA Training Team shall be responsible for:

2.1.1. The QA Development Program and policy.

2.1.2. Any associated changes to the QA Development Program and/or policy.

2.1.3. Working closely with the Human Capital, Workforce Development (WD) Branch for the execution of or changes to the QA Development Program.

2.1.4. Assisting contract management offices (CMO) in the identification of competencies associated with new or emerging technologies where training may be needed and coordinating with WD to identify a training source and scheduling of needed training.

**2.2. QA GROUP LEADS.** The QA group leads shall be responsible for the implementation and execution of this policy within their CMO.

**2.3. FIRST-LEVEL SUPERVISOR (FLS).** The FLS must:

2.3.1. Manage the training development of their assigned personnel.

2.3.2. Determine core and core plus skill set competencies required to be satisfied by personnel based on an individual's job assignments.

2.3.3. Complete competency assessments for assigned personnel.

2.3.4. Determine competency gaps based on the competency assessment and the method of training to close competency gaps (OJT or formal training).

2.3.5. Prioritize courses on employees' electronic Individual Development Plan (eIDP) prior to approving.

2.3.6. Keep TCAT up-to-date to reflect the current status on the development of their assigned personnel.

2.3.7. Establish/administer an OJT program and assign an OJT provider, when applicable.

2.3.8. Assign remedial training and/or OJT to ensure successful completion of the next training attempt when notified of unsuccessful completion of formal training by an employee.

2.3.9. Maintain training records of assigned personnel. These records contain documentation which support TCAT decisions made in the performance of competency assessments.

2.3.10. Forward skill set certification requests to the CMO training coordinator.

2.3.11. Ensure engineers performing support functions to quality personnel are identified by Office of Personnel Management guidelines (ie, 08XX series).

**2.4. QA PERSONNEL.** QA personnel must:

2.4.1. Self-manage their development.

2.4.2. Possess/obtain the necessary DAWIA certification in the appropriate career field as required by the job assignment.

2.4.3. Possess/obtain the necessary QA systems or quality engineer systems skill set (as applicable) competencies and applicable technical skill set competencies associated with the job assignment (as determined by the FLS).

2.4.4. Create/maintain their eIDPs in the Civilian Training Management System (CTMS).

2.4.5. Provide their eIDP to the FLS for approval.

2.4.6. Request and schedule their formal training in CTMS.

2.4.7. Attend and successfully complete formal training as approved and scheduled.

2.4.8. Provide notification of unsuccessful completion of formal training to the FLS and training coordinator, when applicable.

2.4.9. Complete OJT programs as assigned by their FLS.

2.4.10. Complete remedial training and/or OJT as assigned by the FLS when unsuccessful in formal training.

2.4.11. Provide FLS with course completion certificates or other documentation, as applicable, to substantiate training completion and/or competency proficiency.

2.4.12. Fulfill the DoD Acquisition Technology and Logistics requirement to obtain 80 Continuous Learning Points every 2 years. These points fulfill the requirements of the Defense Acquisition Workforce Continuous Learning Program. More information can be obtained at the Continuous Learning Program (accessed at the link on the Resource Web page).

**2.5. CONTRACT MANAGEMENT OFFICE (CMO) TRAINING COORDINATOR.**

CMO training coordinators must:

- 2.5.1. Validate employee's training requests in CTMS.
- 2.5.2. Request skill set certifications from WD when requested by the FLS.
- 2.5.3. Provide FLS and employee's solutions when training application are denied in CTMS.

## **CHAPTER 3**

### **PROCEDURES**

#### **3.1. COMPETENCY ASSESSMENT.**

3.1.1. The competency assessment is performed to determine current competencies held by an employee, identify any gaps in competencies needed to perform the assigned job, and how those competency gaps will be satisfied (OJT and/or formal training).

3.1.2. A competency assessment is performed jointly between the FLS and the employee.

3.1.3. Competency assessments shall be performed:

- When new personnel are hired/assigned
- When job assignments change and/or a different skill set is needed
- Once a year at the time of developing eIDPs

3.1.4. The TCAT (accessed at the link on the Resource Web page) shall be used to document competency assessments. Training on the use of TCAT is available at the Training Academy Home Page\_(accessed at the link on the Resource Web page) and/or through the QA Directorate Web site via the Webcast archive link. Additionally, the TCAT User's Manual (accessed at the link on the Resource Web page) describes how to use the tool.

3.1.5. QASs (GS-1910 series) shall be assessed to both core and applicable core plus competencies within the QA systems skill set.

3.1.5.1. Core QA system skill set competencies are required to be satisfied for all QASs (GS-1910 series).

3.1.5.2. Core plus QA system skill set competencies are applied based on an individual's job assignment or as determined by the FLS.

3.1.6. Engineers performing support functions to quality shall be assessed to both core and applicable core plus competencies within the quality engineer systems skill set.

3.1.6.1. Engineers performing support functions to quality are required to satisfy all core quality engineer systems skill set competencies.

3.1.6.2. Core plus quality engineer systems skill set competencies are applied based on an individual's job assignment or as determined by the FLS.

3.1.7. QASs (GS-1910 series) and engineers performing support functions to quality shall be assessed to applicable skill set competencies within the technical skill sets.

3.1.7.1. Core technical skill set competencies are required to be satisfied for personnel with a job assignment within that specific technical skill set.

3.1.7.2. Core plus technical skill set competencies are applied based on an individual's job assignment and/or as determined by the FLS.

3.1.8 Competencies can be satisfied by the following:

- Individual has already achieved the competency from a prior job, prior professional certifications/licenses (i.e., ASQ, Airframe and Powerplant, or through prior documented equivalent type training and/or experience
- OJT
- Formal training

3.1.8.1. If the competency is satisfied by having already achieved the competency from a prior job, prior professional certifications/licenses, or through documented equivalent type training and/or experience, the FLS shall document TCAT accordingly using the "Experience (Exp)" link within TCAT.

3.1.8.2. If the competency can be satisfied through OJT, an OJT program shall be assigned, performed, and documented. OJT documentation shall include:

- Name of employee receiving the OJT
- Name of person conducting the OJT
- Identification of specific competency
- Date OJT started for each competency
- Date OJT completed for each competency
- Initials of employee for each OJT competency completion
- Initials of person validating each OJT competency completion

3.1.9. When a competency is pending due to completion of either an OJT program or formal training, TCAT should reflect an expected completion date for the competency to be satisfied.

3.1.10. When formal training is needed to close an identified gap, the course catalog (accessed at the link on the Resource Web page) identifies the formal training for specific competencies within QA systems, quality engineer systems and the applicable technical skill sets.

3.1.11. If the FLS determines there is a competency gap related to the lack of knowledge, skills, or abilities of an assigned employee, the FLS will adjust TCAT to reflect the competency gap. Training and/or OJT shall be scheduled and completed to close the competency gap. Personnel in the process of training shall not accept product or services until such time that the competency gap has been resolved and TCAT updated accordingly.

### **3.2. OTHER TECHNICAL SKILL SET REQUIREMENTS.**

3.2.1. National Aeronautics Space Administration (NASA) Skill Set. QA personnel performing GCQA for NASA with delegated NASA support requirements shall meet the mandated training and certification requirements as provided in the DCMA NASA Certification and Training Annex (accessed at the link on the Resource Web page). NASA training and certification shall be maintained and documented in the NASA Training Repository eTool (accessed at the link on the Resource Web page).

3.2.2. Nondestructive Testing (NDT) Skill Set. QA personnel directly evaluating the adequacy/use of the supplier/subcontractor's procedures, process controls, interpretation of NDT results, personnel certification requirements and/or records shall be trained and/or certified in the applicable NDT methods used by the contractor. Training and certification requirements are outlined in the DCMA NDT Training and Certification Annex (accessed at the link on the Resource Web page). QA personnel that only delegate NDT to Host Nations or to subcontract QA personnel are not required to be trained and/or certified in NDT methods/disciplines.

3.2.3. Service Contract Skill Set. Service contract skill set competencies shall be satisfied by completing the prescribed formal training courses as outlined in the QA course catalog. Prior experience and/or training will not be used to grant equivalencies for service contract skill set competencies.

3.2.3.1. Prior to deploying on a CCAS assignment:

3.2.3.1.1. DCMA QA personnel shall complete all of the service contract skill set formal training courses except for OJT.

3.2.3.1.2. An individual's home supervisor will sign off all service contract competencies in TCAT for formal training courses completed.

3.2.3.1.3. An individual's home supervisor will endorse his or her service contract application to indicate completion of all required competencies (except for OJT) and that the individual is able to perform them.

3.2.3.2. Service contract skill set OJT shall be completed within 2 weeks of arriving in theater.

3.2.3.2.1. OJT plans for the service contract skill set shall be tailored to an individual's assignment and location. The FLS or Theater Technical Director (TTD) will develop the OJT plan which may be administered by the FLS, TTD, or an individual designated in writing by the FLS.

3.2.3.2.2. The individual's FLS will sign the OJT competency off in TCAT when completed.

### **3.3. IDENTIFYING/DOCUMENTING TRAINING NEEDS.**

3.3.1. When the results of the competency assessment indicate the need for formal training, CTMS (accessed at the link located on the Resource Web page) and the eIDP shall be used to document formal training needs and to request/schedule training. The CTMS User Guide (accessed at the link located on the Resource Web page) is available to assist in developing and/or updating individual eIDPs.

3.3.1.1. As the eIDP is used to identify Agency training needs and budget for those training needs, it is imperative that the eIDP is correct when submitted and reflects legitimate training needs.

3.3.1.2. QA personnel shall add the priority and justification in the notes block of the eIDP when adding a course to their eIDP. The justification must address how the course will improve an individual's performance in their current position and include the priority. Training priorities for DCMA and Defense Acquisition University (DAU) courses are provided in the CTMS/eIDP User's Guide (accessed at the link located on the Resource Web page).

3.3.2. Training not prioritized will not be counted as a valid training requirement when developing Agency-level training requirements and planning/scheduling of courses.

3.3.3. FLSs shall use the CTMS eIDP Supervisor Manual (accessed at the link located on the Resource Web page) to gain the knowledge needed to review and approve an employee's eIDP.

**3.4. LOCAL TRAINING.** When available, local training opportunities can be used to satisfy needed competencies. Local training shall be managed at the CMO level and shall be documented.

### **3.5. QUALIFICATION/CERTIFICATION.**

3.5.1. When an individual has satisfied an individual competency as documented in TCAT, the individual is qualified in that competency. CMOs may authorize personnel to perform surveillance tasks for which they are qualified whether or not the individual meets the applicable skill set certification requirements as outlined in paragraph 3.5.3.

3.5.2. The FLS is the authority for making the determination of individual certification to a skill set.

3.5.3. When an individual has satisfied all core and applicable core plus competencies for a particular skill set, the FLS can request a certification be issued for the applicable skill set.

3.5.4. Certification requests (accessed at the link located on the Resource Web page) shall be made through the CMO training coordinator who, in turn, will request a certification be issued by WD. Certification requests shall be emailed to [Workforce.Development@dcma.mil](mailto:Workforce.Development@dcma.mil) (located in the Global Address List) by the CMO training coordinator.



3.5.5. DAWIA certification standards and guides are located within the DAU Virtual Campus Web site (accessed at the link located on the Resource Web page). The DAWIA certification process is managed and executed by WD IAW DCMA-INST 629 (Reference (e)).

**3.6. TRAINING RECORDS.** Training records which support competency assessment decisions shall be maintained at the local level. The FLS is responsible to maintain records for assigned QA personnel, unless the CMO has a local procedure for these records to be centrally maintained. When an employee transfers to another team, the copies of the applicable training records shall be forwarded to the new FLS. QA personnel must maintain their own copies.

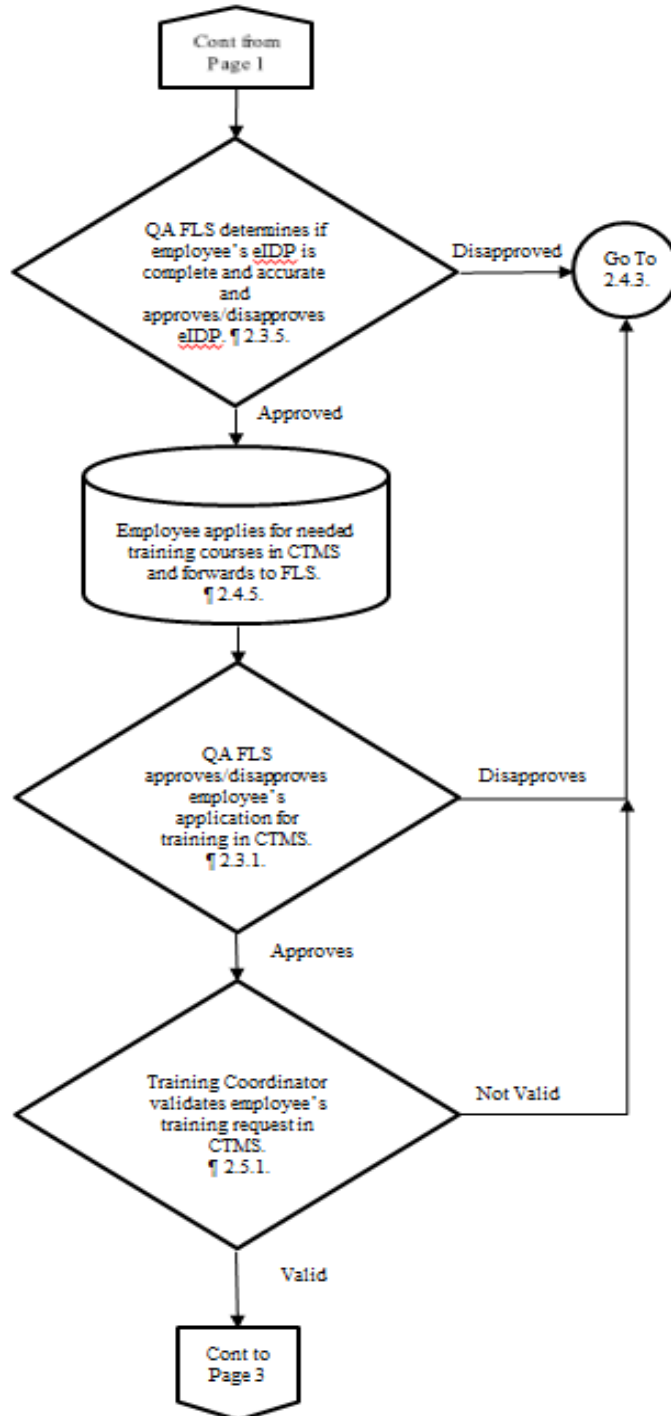
**3.7. IDENTIFICATION OF A NEW TRAINING NEED.**

3.7.1. When a new training need is identified due to customer requirements, changes in technology, or the emergence of new technologies, QA personnel and/or FLSs shall report this need up their respective chain of command.

3.7.2. The HQ QA Training Team shall be informed of the new training need. The HQ QA Training Team shall assist CMO personnel in the identification of competencies needed to perform the job assignment. Once the competencies are identified, the HQ QA Training Team will work with WD to identify a source for the training and scheduling of the needed training.

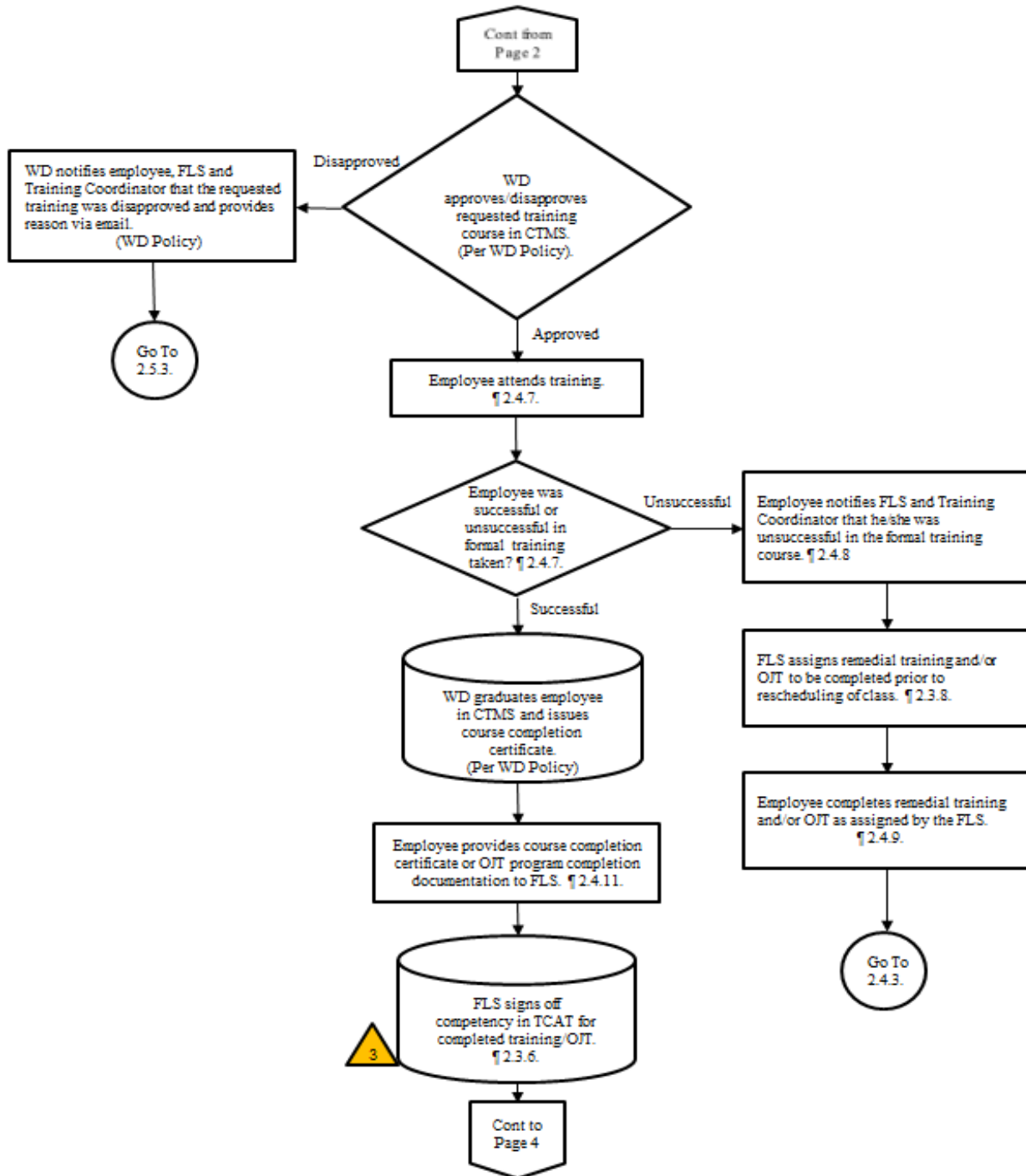


**APPENDIX A**  
**A.1. QA DEVELOPMENT PROCESS FLOWCHART (with Risk Identified)**



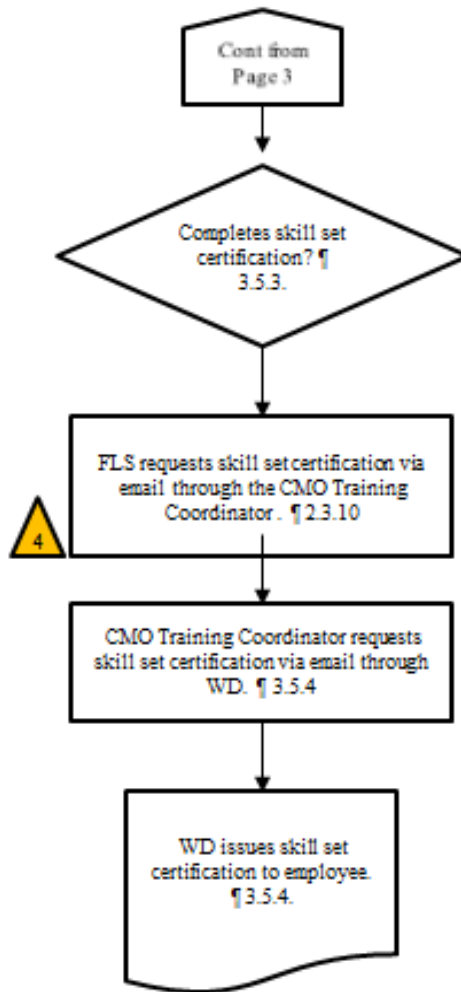
## APPENDIX A

### A.1. QA DEVELOPMENT PROCESS FLOWCHART (with Risk Identified)



APPENDIX

A.1. QA DEVELOPMENT PROCESS FLOWCHART (with Risk Identified)



**APPENDIX A**

**A.2. MICP KEY CONTROL (KC) CHART OF IDENTIFIED PROCESS RISK**

<b>KC</b>	<b>Functional Area</b>	<b>Risk</b>	<b>Possible Controls</b>
1	QA FLS validates TCAT competencies reflect employee workload	Misaligned workload	Verify assigned skill sets match the job assignment
2	QA FLS validates employee's eIDP reflects DAWIA/competency training needed IAW assigned workload	Misuse of allocated spaces for training	Verify training prioritization for employee's and ensure credit has been given for any applicable prior experience/training
3	QA FLS validates and signs off competency in TCAT for completed training/OJT	Unqualified employees accepting product	Verify TCAT reflects completed training for employees
4	QA FLS validates training loop is closed with employee receiving skill set competencies certification from WD	Unqualified employees accepting product	Verify skill set competency certification certificates are issued

## GLOSSARY

### ACRONYMS

ASQ	American Society for Quality
CCAS	Contingency Contract Administration Support
CMO	contract management office
CTMS	Civilian Training Management System
DAU	Defense Acquisition University
DAWIA	Defense Acquisition Workforce Improvement Act
DCMA-INST	DCMA Instruction
eIDP	electronic individual development plan
FLS	first-level supervisor
GCQA	government contract quality assurance
GS	general schedule
HQ	headquarters
IAW	in accordance with
NASA	National Aeronautics and Space Administration
NDT	nondestructive testing
OJT	on-the-job
PLAS	Performance Labor Accounting System
QA	quality assurance
QAE	quality assurance engineer
QAS	quality assurance specialist
TCAT	Training Competency Assessment Tool
TTD	Theater Technical Director
WD	Workforce Development