

Performance Work Statement (PWS)
Aviation Institute of Training Division (AITD) for Ministry of National Guard

1.0 BACKGROUND

This Performance Work Statement (PWS) describes the training and support services required to modernize the Saudi Arabian Ministry of National Guard (MNG) Aviation Program. The Training Services Contractor's effort is an integral part of the modernization process which covers all elements, missions, and functions of the Ministry of the National Guard (MNG) as well as those requirements needed to support the activities of the Office of the Program Manager (OPM). The ultimate program goal is the development within MNG to provide individual and military occupational specialty training of the capability to unilaterally initiate and sustain modern military organizations and systems.

1.1 SCOPE

1.1.1 The contractor shall provide all personnel, equipment, tools, materials, supervision, and other items necessary to provide Aviation Training and Aviation Support Services Training for rotary wing aircraft in support of the Office of Program Management – Saudi Arabian National Guard (OPM-SANG) Modernization Program and the Saudi Arabian Ministry of National Guard (MNG). This PWS states the technical, functional and performance requirements of the work to be performed; identifies essential functions to be performed; and determines performance factors, including the location of the work, and the timeliness of the work. The Contractor shall ensure that contract personnel dress is neat, professional and meets all safety requirements. The Contractor shall ensure that contract personnel wear picture identification badges to distinguish themselves from government employees.

1.1.2 Aviation Institute of Training Division (AITD) - Aviation which includes UH-60M, AH-64E, AH-6I, and MD-530 Maintenance and Pilot training, Flight and Non-Flight Aircrew Training and the build-up necessary for Airfield Operations and Support for those helicopters, Unit and Institutional Training, Logistics and Sustainment Training and Force Integration support to all echelons of MNG.

1.1.3 It is incumbent upon the Contractor to maintain open channels of communication between MNG and the Government. The Contractor is required to provide periodic reports or other Deliverables in the performance of this contract. The paragraph herein PWS, Contract Data Requirements List (CDRL) show all the data items that must be reported to the Government. Documents and data that are generated during Contractor daily business shall be made available to the Government upon request, at no additional cost. This includes Standard Operating Procedures (SOP), and processes and procedures.

1.1.4 The ultimate program goal is the development within MNG of the capability to unilaterally initiate and sustain modern military organizations and systems. "Property" as defined in this document includes all MNG issued assets, systems, parts, items, materials, equipment, special tooling, special test equipment and contractor acquired property, systems, parts, items, materials, equipment, special tooling, special test equipment. The intent of the United States Government (USG) is that contractor shall care for, maintain, and have accountability consistent with USG property clauses in the contract.

1.2 OPERATIONAL ENVIRONMENT

The Government will adhere to and observe proper communication channels by relying on USG Advisors and Contracting Officer Representatives (COR) to function as the lead for all contract performance

matters. The Contractor shall adhere to all applicable Host/Nation and U.S. laws in all areas of performance and management oversight. In the event discrepancies exist between the PWS and other portions of the contract, or with a Host/Nation law, the Contractor shall notify the Contracting Officer (KO) for resolution.

1.3 PERIOD OF PERFORMANCE.

The period of performance is for a one-year base period with four, one-year option periods. The base year includes a transition period that starts on Notice to Proceed (NTP) and ends upon Transfer of Authority (TOA) or no later than 120 days from the NTP, whichever comes first.

1.4 PLACE OF PERFORMANCE.

The place of performance is within the Kingdom of Saudi Arabia (KSA). Performance Locations are: 1) Khashm Al Aan Airfield (KAA); 2) Khashm Al Aan Heliport (KAH); and 3) Dirab Airfield (DAA). See Attachments J-1 Installation Map.

1.5 PHYSICAL ENVIRONMENT. Contractor personnel may be required to work in the area of flight operations. The Contractor shall coordinate with USG and MNG personnel to monitor all activities (e.g., construction, exercises, training, deployments) affecting the use of the airfield environment and facilities (e.g., runways, taxiways, parking aprons, control tower, approach control, air NAVAIDS).

1.6 HOURS OF OPERATION. The Training Services Contractor shall work flexible shifts when required by the USG to support working within the aircraft maintenance program to support training. Work schedules shall be adjusted to support flight operations to include scheduled flight training and maintenance flight operations to support training. Normal operations are two 9-hour shifts, 5 days per week (18/5). Unless specifically directed by the KO, contractor performance is not required on Kingdom of Saudi Arabia nationally recognized holidays

2.0 OPERATIONAL SUPPORT OBJECTIVES

2.1 GENERAL INFORMATION

2.1.1 The COR will be the point of contact for all contract requirements related to this contract. The COR will monitor all technical aspects of this contract and assist the KO in contract administration. The contractor shall coordinate with the COR to determine the priority for work requirements, aligning, to the maximum extent possible, skill sets with user requirements.

2.1.2 Specific duties listed in this section shall not be interpreted as including any inherently Governmental functions such as, but not limited to policy development, representation of the Government at meetings, security, and decision-making.

2.2 SUPPORT REQUIREMENTS: Aviation Institute of Training Division (AITD)

2.2.1 MNG Aviation Headquarters G3/5 & G4 Administrative Support Group

2.2.1.1 Training Services Contractor shall assist in the creation of MNG staff requested presentations and provide clerical support to MNG headquarters Staff. Utilize multimedia equipment and Microsoft Office (MS) software experience to prepare briefing slides for the G/3/4/5 HQ Staff.

2.2.1.2 Contractor shall develop, update, and process for approval Program of Instruction (POI) staffing for current and future training courses as required.

2.2.1.3 Contractor shall provide staff support for the creation, modification, and staffing of MNG regulations, publications, and documents as required, and support Command Standardization and Evaluation requirements.

2.2.1.4 MNG Aviation Headquarters Staff Support

2.2.1.4.1 The Training Services Contractor shall assist in the development of Aviation Flight Operations, Airspace Management and readiness training. The purpose is to assist in command headquarters level program analyst functions applying, similar to US ARMY and/or MNG Aviation operations experience to analyze, develop, and evaluate issues leading to effective recommendations. The contractor shall assist in the development of training requirements, aviation operations program, and instructions, and provide support to ensure MNG has a viable overarching Aviation training program. Assist in the creation of and establish MNG aircrew standardization and evaluation program that mirrors US Army standards for all MNG aircraft.

2.2.1.4.2 Contractor shall support Steering Groups / Committees; gather and collate data for staff analysis; coordinate meeting schedules; draft meeting minutes; maintain action item trackers; and prepare progress reviews as required.

2.2.1.4.3 Contractor shall coordinate action items with stakeholders, facilitate resolution, and communicate progress as required.

2.2.1.4.4 The Contractor shall consolidate, track, and update information in the Integrated Master Schedule as required.

2.2.2 Aviation Training Management Office

2.2.2.1 The Training Services Contractor shall create, staff, and operate a Training Management Office (TMO). The Training Services Contractor shall staff the office with certified training and management specialists. The office shall be responsible for initiating, updating, maintaining records, and tracking OJT to the MNG AVN personnel. Certification of training will be the responsibility of the MNG AVN with USG support. Contractor personnel within the TMO shall provide oversight and management of the training, scheduling, and training program development requirements. Percentage of staffing on the force structure approved upon award of this contract IAW USG directed incremental mobilization schedule shall be reported monthly IAW paragraph 2.3.2.5 Monthly Staffing Report of this PWS.

2.2.2.2 The Training Services Contractor shall implement and maintain a Training Management System to manage training courses. The TMO shall use the MNG provided Enterprise Resource Planning (ERP) Training Management System (TMS) to schedule classes, coordinate OJT, track individual progress, provide status reports. The contractor shall provide user feedback to improve performance of the ERP.

The Training Services Contractor shall provide, coordinate, and track all training, to include OJT, required for:

- a. MNG AVN initial trainee personnel to become 10 level certified within 18 months
- b. MNG AVN personnel already 10 level certified, in achieving 20 level certifications within 18 months
- c. MNG AVN personnel already 20 level certified, in achieving 30 level certifications within 12 months.

2.2.2.3 Contractor TMO shall provide a monthly Aviation Training Status Report which provides a monthly summary of training accomplished by trainees, and progress toward completing 10, 20, and 30 level training.

2.2.2.4 The Training Services Contractor shall develop and/or maintain Training Management Office SOP for use by the contractor and MNG. The Contractor shall also develop and/or maintain Transition Out Procedures IAW paragraph 3.2 of this PWS. Procedures shall include but not limited to the following:

- 2.2.2.4.1. Training Program Management
- 2.2.2.4.2. Student Management
- 2.2.2.4.3. Classroom Management
- 2.2.2.4.4. Programs of Instruction (POI) development
- 2.2.2.4.5. Training materials development
- 2.2.2.4.6. Test materials management
- 2.2.2.4.7. On the job training
- 2.2.2.4.8. Institutional Training

2.2.2.5 The Contractor shall use the MNG provided Maintenance Management System to manage and document the overall maintenance program and aircraft status for assigned aircraft.

2.2.2.6 The Contractor shall use the MNG provided Logistics and Supply Chain Management System to manage the overall re-order, order, replenishment stock level, Supply class tracking, and parts tracking program for the Supply Chain Management System.

2.2.3 Tactical Operations (TACOPS) Training Program

2.2.3.1 The Training Services Contractor shall draft, implement, and maintain a TACOPS training program.

2.2.3.2 The Contractor shall operate Aviation Mission Planning Computer Systems (AMPS).

2.2.3.3 The Contractor shall advise and assist in the development, implementation, and conduct of unit TACOPS training for pilots, and non-rated crewmembers in the Brigade, Attack/Scout, and Utility Battalions to include:

- 2.2.3.3.1 Tactical mission planning and analysis.
- 2.2.3.3.2 Threat systems analysis and countermeasures.
- 2.2.3.3.3 Aviation Mission Planning System (AMPS) operation, employment, and maintenance.
- 2.2.3.3.4 Aircraft survivability equipment (ASE) operation, and employment.
- 2.2.3.3.5 Personnel Recovery planning and operations.

2.2.4 Flight Training Program

Training Services Contractor Flight Crewmember Training

2.2.4.1 Training Services Contractor shall develop and implement a Standardization Flight Training Program of Instruction (POI) and provide to USG for review and approval. Contractor shall monitor all standardization and training performance of Contractor flight instruction.

2.2.4.2 Contractor's Standardization Instructor Pilot shall act as advisor on all flight training standardization issues and identify trends through the flight safety program which require immediate action by MNG Aviation or the USG Flight Representative (GFR).

2.2.4.3 The Training Services Contractor shall provide UH-60M, AH-64E, MD530 and AH-6i Rated and Non-Rated Flight Crewmembers to perform duties as Instructors, Examiners, and Non-Rated crewmembers (NCM) in support of MNG Modernization training plan IAW applicable regulations. The Contractor shall report monthly Instructor Pilots and airframes they are qualified to instruct.

2.2.4.4 Contractor shall assist in the development, implementation and conduct of MNG aircrew training program objectives. Academic and flight training for Pilots, Non-Rated Crewmembers, and Non-Crewmembers in the utility and attack/scout battalions shall be accomplished IAW with MNG approved doctrine, regulations, SOP's, Programs of Instruction (POI), curriculum, and unit training guidance. Unit flight training support includes but not limited to:

- 2.2.4.4.1. ATP integration and progressions
- 2.2.4.4.2. Individual (1000 series) tasks
- 2.2.4.4.3. Mission (2000 series) tasks
- 2.2.4.4.4. Special (3000 series) tasks
- 2.2.4.4.5. Maintenance (4000 series) tasks
- 2.2.4.4.6. Night vision goggles (NVG) and night vision systems (NVS)
- 2.2.4.4.7. Aerial gunnery
- 2.2.4.4.8. Unit collective training
- 2.2.4.4.9. Internal and external evaluations per applicable POI

2.2.4.5 All training shall be designed and conducted to maximize the use of training aids, devices, simulators, and simulations.

MNG Flight Crewmember Training

2.2.4.6 The Contractor shall assist in the development, implementation, and conduct of various training, services, and programs in support of MD-530, AH-6i, AH-64E, and UH-60M helicopters including but not limited to the following requirements for Rated MNG pilots:

- 2.2.4.6.1 MD-530F Aircraft Qualification course
- 2.2.4.6.2 AH-6i Aircraft Qualification course
- 2.2.4.6.3 AH-64E Aircraft Qualification course
- 2.2.4.6.4 UH-60M Aircraft Qualification course
- 2.2.4.6.5 ATP Integration and Progressions

- 2.2.4.6.6 Base tasks (1000 series)
- 2.2.4.6.7 Tactical tasks (2000 series)
- 2.2.4.6.8 Mission tasks (3000 series)
- 2.2.4.6.9 Maintenance tasks (4000 series)
- 2.2.4.6.10 Instructor/trainer tasks (5000)
- 2.2.4.6.11 Night Vision Goggles (NVG)
- 2.2.4.6.12 Unit Collective Training

MNG Initial Entry Rotary Wing Training

2.2.4.7 Initial Entry Rotary Wing (IERW) Training (IERWT): The Contractor shall provide full-time pilot training leading to the award of an initial aeronautical rating. Training shall consist of both academic and flight instruction.

2.2.4.8 Academic instruction shall include the following:

- 2.2.4.8.1 Aeromedical factors
- 2.2.4.8.2 Aerodynamics
- 2.2.4.8.3 Aircraft Systems
- 2.2.4.8.4 Crew Resource Management
- 2.2.4.8.5 Night Pilot Factors (aided and unaided)
- 2.2.4.8.6 Fundamentals of Flight
- 2.2.4.8.7 Aircraft Navigation
- 2.2.4.8.8 Instrument Flight
- 2.2.4.8.9 Specialized (Aviation) English

2.2.4.9 Flight instruction shall include a minimum of 180 flight hours (including 30 simulator hours) in the following categories:

2.2.4.9.1	Contact training	50 Hours
2.2.4.9.2	Basic Combat Skills	30 Hours
2.2.4.9.3	Instrument Simulation Time	30 Hours
2.2.4.9.4	IFR pilot training	25 Hours
2.2.4.9.5	Night unaided training	15 Hours
2.2.4.9.6	NVG training	20 Hours
2.2.4.9.7	Advanced Combat Skills	10 Hours

Note: The contractor may make recommendations to modify the academic and flight instruction requirements. MNG and USG are the approval authorities for all changes.

2.2.4.10 The Contractor shall monitor standardization and training performance of all Contractor instruction. The Contractor shall establish a no-notice evaluation program for all contractor rated and non-rated flight examiners/instructors to monitor flight standardization and proficiency.

2.2.4.11 Contractor’s Lead Flight Examiner shall advise MNG on aviation standardization issues and identify trends that require immediate action by MNG AVN or the USG Flight Representative (GFR).

2.2.4.12 The Contractor shall train qualified MNG AVN Instructor Pilots to assume the role as Standardization Instructor Pilots.

2.2.4.13 The Contractor shall train MNG selected proficient and qualified MNG AVN pilots to assume the role as MNG Instructor Pilots, Pilots- in-command, and Maintenance Test Pilots.

2.2.4.14 The Contractor shall recommend flight and maintenance (CAT B) training aids to be incorporated into OJT and classroom instruction.

2.2.6 Training, and Sustainment Support of ULLS-A Electronic Logbook Database and Flight Line Wireless Network for the Saudi Arabia National Guard (MNG)

2.2.6.1 The MNG Approved Electronic Logbook Database system is the Unit Level Logistic System – Aviation (ULLS-A). The ULLS-A meets all U.S. Army Requirements for Foreign Aircraft Appraisals to maintain the Aircraft Air Worthiness Releases. These aircraft will utilize the ULLS-A for maintenance and supply operations. The ULLS-A system will incorporate a wireless network on the Flight line and access the MNG network. USG requires contractor support of the ULLS-A, including the wireless network and associated equipment, at airfields within Saudi Arabia.

2.2.6.2 As aircraft are fielded to MNG, the contractor shall induct historical and logbook records into the ULLS-A. Aircraft data shall mirror the paper records provided by USG and when complete, accepted by USG.

2.2.6.3 The contractor shall provide personnel capable of providing ULLS-A training both in formal classroom setting and one-on-one. Training shall consist of all functional areas of ULLS-A, to include operation and sustainment of the wireless network.

2.2.6.4 The contractor shall provide ULLS-A sustainment support. This support consists of database management; Legitimate Code File (LCF) maintenance; troubleshooting and resolving hardware and software issues for both the ULLS-A system and the wireless network. The Contractor shall develop an USG approved Electronic Database, Input and Management SOP.

2.2.7 On-the-Job Training (OJT) Program

2.2.7.1 The Contractor shall establish on-the-job training programs for Military Occupation Specialty (MOS) qualified MNG Soldiers. The contractor shall develop and maintain an OJT SOP and MOS Specific job books. The SOP shall establish a general training plan to provide a new Soldier with identified training iterations as required. Certification of training will be the responsibility of the MNG AVN with USG support. The Contractor shall submit an MNG AVN OJT SOP, MOS Specific job books with checklists and required revisions to MNG and the USG for review and submit a monthly OJT Status Report.

2.2.7.2 The Training Services Contractor shall develop, maintain or utilize the current computer or web based Learning Management System (LMS) that will support maintainer OJT, and sustainment training management for the MNG AVN personnel.

2.2.7.3 The contractor shall conduct and/or coordinate On-the-Job Training in conjunction with airfield operations and maintenance production efforts. The training conducted shall be IAW MNG regulations and include but not limited to the following specialties:

- 2.2.7.3.1. Flight Operations
- 2.2.7.3.2. Logistics and Supply Chain Management (LSCM)
- 2.2.7.3.3. Air Traffic Control
- 2.2.7.3.4. Crash and Fire Rescue
- 2.2.7.3.5. Vehicle/GSE Maintenance Support
- 2.2.7.3.6. Flight and Non-Flight Training
- 2.2.7.3.7. Aircrew Training Program Management
- 2.2.7.3.8. Aviation Life Support Equipment (ALSE)
- 2.2.7.3.9. Aircraft Maintenance (MD530, AH-6i, AH-64E, UH-60M)
- 2.2.7.3.10. Aircraft Fueling/Defueling Operations

2.2.7.4 The Training Services Contractor shall review all MNG AVN flight and non-flight (OJT) training programs (no less than annually) and submit revisions as required to the USG and MNG.

2.2.7.5 The contractor shall provide OJT to MNG AVN personnel in accordance with paragraph 2.2.2.2 above.

2.2.7.6 The Training Services Contractor shall provide the MNG AVN continuation training, sustainment training, evaluation management, and OJT. This training can include classroom instruction, simulations, and hands-on activities with training aids such as serviceable and non-serviceable components. The materials to accomplish the training will be approved by OPM and MNG then provided digitally to the contractor.

2.2.7.7 The Contractor shall track the availability of the Soldier. Consideration will be given to adjust the 18-month requirement based on the availability of the Soldier. Contractor shall report monthly training attended in the Attendance Report.

2.2.7.8 The contractor is responsible for the reproduction or printing of the Job Books. For MOS's where approved job books do not exist, when directed by USG the contractor shall develop job books to meet MNG AVN's requirement for Military Occupation Specialty (MOS) progression. The contractor shall develop checklists for each job book related task (10, 20, 30-level). The contractor shall ensure the checklist is performed to 100% before signing off as proficient on the task in the student job book.

2.2.7.9 The Contractor shall update and modify the OJT SOP as required to reflect changes in current operational procedures or approved changes in maintenance concepts. The Contractor shall incorporate all MNG asset training equipment, materials, and tools into their OJT SOP.

2.2.7.10 The Contractor shall be responsible for maintaining records of the training provided to all MNG AVN personnel. The Contractor shall provide observation to MNG AVN Soldiers while they are conducting maintenance. Quality of maintenance shall continue to be the responsibility of the contractor. The training shall include but not be limited to all maintenance, support and logistical tasks incorporated within this PWS.

2.2.8 New Equipment Training

2.2.8.1 The New Equipment Training (NET) shall be provided as MNG assets to the contractor for the maintenance of new equipment or software introduced which the Training Services Contractor shall be

required to support. Upon notification by the COR that training is available, the Contractor shall provide personnel who require the training for performance of duties.

2.2.8.2 NET training does not include Aircraft Transitions or Qualifications for the UH-60 or AH-64. Transitions for the AH-6i and MD-530F will be available upon approval from USG.

2.2.9 Aviation Support Activities School Training

2.2.9.1 The Training Services Contractor shall assist in the development, implementation and conduct of various Aviation Support Activities School Training IAW MNG asset Programs of Instruction including but not limited the following.

- 2.2.9.1.1 Flight Operations Course.
- 2.2.9.1.2 Tactical Operations Officer Course (AMSO).
- 2.2.9.1.3 Aviation Safety Officers Course (ASOC).
- 2.2.9.1.4 Fundamentals of Safety Course (GSOC).
- 2.2.9.1.5 Automated Aviation Logistics Course.
- 2.2.9.1.6 Aviation Maintenance Officers Course (AMOC).
- 2.2.9.1.7 Aviation Ammo & Refuel Course.
- 2.2.9.1.8 Aviation Life Support Equipment Course (ALSE).
- 2.2.9.1.9 Aircraft Rescue Firefighter Course (ARFF).
- 2.2.9.1.10 Aviation Ground Support Equipment Course (AGSE).
- 2.2.9.1.11 MD530 Maintenance Technician Course.
- 2.2.9.1.12 Aviation Maintenance Technician MOS Qualification.

2.2.9.2 The Training Services Contractor shall develop and review (no less than annually), Programs of Instruction (POI) and supporting material used for training. The Contractor shall submit Aviation Support Activities School Training POI and required revisions to MNG and the USG for approval.

2.2.9.3 MNG Aviation Approved Programs of Instruction are listed in the following table:

POI	Course	Weeks	Phase	Stud/Inst	Class size	Approved	
307	MD-530 AV QUAL/TRANS	11	Academic	8 to 1	12	20/04/1434	3-Mar-13
			Flight	2 to 1	Officers		
308	MD-530F INSTRUCTOR PILOT	7	Academic	8 to 1	4	10/05/1435	12-Mar-14
			Flight	2 to 1	Officers		
309	AVN LIFE SUPPORT EQUIP (ALSE) 15W	13	Academic	8 to 1	8	22/06/1435	23-Apr-14
			Hands-on	4 to 1	Enlisted		
310	MD530F TEST PILOT	2	Academic	4 to 1	4	29/06/1435	30-Apr-14
			Fit Line	2 to 1	Officers		
311	CAPTAIN CAREER COURSE	26	Academic	20 to 1	15	24/8/1435	23-Jun-14
					Officers		
312	AVIATION GROUND SAFETY COURSE (FUNDAMENTAL OF SAFETY)	8	Academic	10 to 1	5-20	21/05/1437	1-Mar-16
					Combined		
313	BASIC AVN SUPPLY TECHNICIAN - REVISED 92A	14	Academic	10 to 1	5-20	01/06/1437	11-Mar-16
					Enlisted		
314	BASIC GROUND EQUIP TECHNICIAN - REVISED	13	Academic	6 to 1	5-20	01/06/1437	11-Mar-16
			Hands-on	3 to 1	Enlisted		
315	MD530F BASIC REPAIRER 15S	15	Academic	8 to 1	4-8	01/06/1437	11-Mar-16
			Hands-on	4 to 1	Enlisted		
316	AIRCRAFT RESCUE FIREFIGHTER COURSE (ARFF) - REVISED 12M	17	Academic	12 to 1	6-8	03/08/1437	11-May-16
			Hands-on	4 to 1	Enlisted		
317	AVIATION SAFETY OFFICER COURSE- REVISED (ASOC)	8	Academic	8 to 1	5-20	03/08/1437	11-May-16
				12 to 2	Officers		
318	AVIATION ACCIDENT INVESTIGATION & ANALYSIS - REVISED	5	Academic		5-20	08/03/1438	8-Dec-16
					Officers		
319	AVIATION REFUEL & AMMUNITION COURSE 92F	13	Academic	8 to 1	8	05/04/1438	4-Jan-17
			Hands-on	4 to 1	Enlisted		
320	AVIATION MAINTENANCE OFFICER	6	Academic	4 to 1	4	05/04/1438	4-Jan-17
					Officers		
321	AVIATION OPERATIONS SPECIALIST - REVISED 15P	13	Academic	10 to 1	10	05/04/1438	4-Jan-17
					Enlisted		
322	AVN TACTICAL OPERATIONS-OFFICER	8	Academic	10 to 1	4-15	15/06/1438	14-Mar-17
					Officers		
323	AH-6i AVIATOR QUALIFICATION	11	Academic	6 to 1	2-10	15/06/1438	14-Mar-17
			Flight	2 to 1	Officers		
324	AH-6i INSTRUCTOR PILOT	9	Academic	8 to 1	2-10	15/06/1438	14-Mar-17
			Flight	2 to 1	Officers		
325	AH-6i MAINTENANCE TEST PILOT	7	Academic	4 to 1	2-10	15/06/1438	14-Mar-17
			Flight	2 to 1	Officers		
326	AH-6i GENERAL MAINTENANCE - REVISED 15Si	15	Academic	10 to 1	2-20	11/11/1438	4-Aug-17
			Hands-on	4 to 1	Enlisted		
327	AH-6i ARMAMENT /AVIONIC SYS 15Yi	7	Academic	10 to 1	2-20	11/11/1438	4-Aug-17
			Hands-on	4 to 1	Enlisted		
328	AVIATION PLATOON LEADER MNG Taught course	6	Academic	10 to 1	4-20	11/11/1438	4-Aug-17
					Officers		
329	COMMON CORE	5	Academic	10 to 1	5-20	26/10/1439	10-Jul-18
			Hands-on	4 to 1	Enlisted		
330	UH-60M AVIATOR QUALIFICATION	14	Academic	10 to 1	2-12	05/03/1440	14-Nov-18
			Flight	2 to 1	Officers		
331	AVN SPECIALIZED ENGLISH (officer course) English for Special Purpose (ESP)	12	Academic	8 to 1	2-15	08/10/1440	16-Apr-19
					Officers		
332	AH-64E AVIATOR QUALIFICATION	22	Academic	4 to 1	2-8	08/10/1440	16-Apr-19
			Flight	2 to 1	Officers		
334	IERW	42	Academic	8 to 1	2-8	14/07/1440	21-Mar-19
			Flight	2 to 1	Officers		
337	AVIATION INSTRUCTOR TRAINING	10 days	Academic		2-10	27/08/1440	3-May-19
			Flight	2 to 1	Officers		
340	AH-64E BASSIC GENERAL MAINTENANCE 15R	18	Academic	4 to 1	5-20	23/10/1440	27-Jun-19
					Enlisted		
341	AH-64E ELEC/ARMAMENT /AVIONIC SY 15Y	23	Academic	4 to 1	5-20	10/01/1441	9-Sep-19
					Enlisted		
342	UH-60M BASSIC GENERAL MAINTENANCE 15T	17	Academic	4 to 1	5-20	10/01/1441	9-Sep-19
					Enlisted		
343	BASIC OFFICER COURSE	17	Academic	10 to 1	4-20	18/01/1442	6-Sep-20
					Officers		
344	ADVANCED LEADERSHIP COURSE (Support) 30 Level	8	Academic	10 to 1	20	14/02/1442	2-Oct-20
					Enlisted		
345	ADVANCED LEADERSHIP COURSE (Technicians - MOS-Q) 30 Level	8	Academic	10 to 1	20	14/02/1442	2-Oct-20
					Enlisted		
	ENGLISH LANGUAGE (DLI Course-One Level only)	12	Academic	10 to 1	10	09/12/1434	14-Oct-13
	5 TOTAL Levels - 12 weeks for each level = 60 weeks total	Total 60 w			Enlisted		

2.2.10 Aviation English Language Training

2.2.10.1 The Training Services Contractor shall provide instructors that:

2.2.10.2 Must be able to communicate with and instruct IMSs in English language articulations, fluency, and pitch/quality of sound that will communicate course requirements, objectives, theory, and content.

2.2.10.3 Possess a 4-year degree that includes or is supplemented by a major study in English as a Second Language (ESL), English as a Foreign Language (EFL), Linguistics, Foreign Languages, or Teaching English to Speakers of Other Languages (TESOL). The 4-year degree must be conferred by an institution accredited by an accrediting institution recognized by the U.S. Department of Education.

2.2.10.4 Foreign Education: Education completed in foreign colleges or universities may be used to meet the requirements, by providing persuasive evidence that education credentials are equivalent to those gained in a conventional U.S. education program.

2.2.10.5 In addition to the requirements in para 2.2.10.2 and 2.2.10.3, instructors must have at least one year of specialized experience in English language instruction. Specialized experience includes: providing instruction to a diverse student body using the principles, practices, and techniques of English as a Second Language (ESL) and English as a Foreign Language (EFL); teaching ESL/EFL to adults from basic elementary to advanced English; planning, preparing, and coordinating instructional activities for adult students; creating and managing student assessment techniques and objectives to include test and measurement principles; assisting in the development and improvement of curriculum design, training materials, instructional delivery, and student administration; preparing lesson plans by selecting and adapting instructor texts and guides; or developing a plan of instruction for class-specific exercises. USG will review instructor packages (transcripts, diploma, CV) to verify instructor qualification in PWS.

2.2.10.6 The Contractor shall require all instructors to complete Defense Language Institute English Language Center (DLIELC)'s Familiarization with the American Language Course (ALC) or Observer Professional Training. The Familiarization course can be delivered at the DLIELC resident campus or in-country at USG or MNG facilities.

2.2.10.7 The Contractor shall use the DLIELC's Instructor Performance Evaluation Rubric (IPER) for instructor's evaluations. This evaluation will be provided to OPM and MNG monthly.

2.2.10.8 The Training Services Contractor shall conduct formal evaluations of instructors twice a year, at a minimum.

2.2.10.9 The Contractor shall conduct General English and Specialized English classes. General English classes shall utilize the American Language Course (ALC) to facilitate successful accomplishment of IMS entry into technical/professional training. The Contractor shall develop 12-week specialized Program of instruction (POI) for Aviation English for Pilots and 12-week specialized program for Maintenance Technicians. The Contractor shall submit its POI to USG and DLIELC for review.

2.2.10.10 Provide IMSs with a total English language training (ELT) immersion in the classroom.

2.2.10.11 Maintain a comprehensive electronic IMS file that documents IMS performance.

2.2.10.12 Evaluate, advise, and assist IMSs by assigning and correcting homework, diagnosing academic problems, planning and providing remedial training classes, and counseling IMSs on their academic progress. This shall be documented in the electronic IMS file.

2.2.10.13 Maintain appropriate staffing to ensure a minimum IMS-instructor ratio of 7:1 and a maximum 10:1. Up to 300 students per year, the average course load is 50 students. Percentage of staffing on the

force structure approved upon award of this contract IAW USG directed incremental mobilization schedule shall be reported monthly IAW paragraph 2.3.2.5 Monthly Staffing Report of this PWS. Exceptions may be made on a case- by-case basis, as required.

2.2.10.14 Utilize DLIELC ALC assessment instruments. The Contractor shall submit an American Language Course Placement Test (ALCPT) request form to purchase and administer current ALCPT tests at DLIELC.Testing@us.af.mil. Request for ALCPT purchase must be pre- approved by the DLIELC English Testing Flight (ETF) and submitted using the electronic request form found at http://www.dlielc.edu/testing/ALCPT_Approval_Request_form.pdf. Information on ALCPT orders can be found at http://www.dlielc.edu/testing/alcpt_test.php or by calling (210) 671- 4889. The Contractor shall designate a Test Control Officer (TCO) and an alternate TCO (ATCO) to be responsible for all ALCPT testing. The Contractor shall submit the Memorandum for Record (MFR) – TCO APPOINTMENT MFR to DLIELC ETF at DLIELC.Testing@us.af.mil.

2.2.10.15 Administer the ALCPT IAW with guidance on ALCPT testing practices in the ALCPT Handbook at www.dlielc.edu/Testing/ALCPT_test.html. Contractor can administer ALCPTs no more than once per month.

2.2.10.16 Store controlled test materials (i.e., test booklets, audio recordings, scoring keys and used answer sheets) in a standard safe/locked cabinet.

2.2.10.17 Not copy or duplicate any portions of the ALCPT test, nor are they to release any ALCPT test materials to host-country or other unauthorized personnel. Discussion of ALCPT test items with host-country and other unauthorized personnel is also prohibited.

2.2.10.18 Submit ALCPT Testing Plan and TCO/ATCO appointment documentation to DLIELC/ETF and COR no later than (NLT) 15 calendar days after contract award or NLT 15 calendar days before any testing plan changes are made.

2.2.10.19 Use the English Comprehension Level (ECL) test. The ECL is the assessment tool required to determine IMS qualification for training at DLIELC and other Follow-On Training (FOT) locations. The ALCPT can be used as an effective placement tool in ALC levels. Once the contractor administers an ALCPT, the contractor shall place IMSs in an appropriate level/book IAW guidance in the ALCPT Handbook. The Contractor shall provide a roster of all entry ALCPT tests to the COR. The ALCPT can be used to measure IMS progress at the end of each ALC level.

2.2.10.20 Utilize the most recent edition of the DLIELC ALC curriculum.

2.2.10.21 Maintain a learning center/multi-media lab/library to enhance self- paced independent English language learning. The learning center/lab supports Computer Based Training (CBT) and allows for the practice of English language skills through additional software and media. The Contractor shall maintain DVD/VCR players or other media systems that are able to play movies or other English-based media. The Learning Center Facility may be combined/co-located with the Library and CBT Lab.

2.2.10.22 The Contractor shall designate a separate English Language Training (ELT) focused Program Manager (PM). The ELTPM shall supervise and direct all ELT efforts in support of MNG, to include English Language Training Programs (ELTPs) at NGMS and AVN Institute. The ELTPM shall serve as the primary

point-of-contact (POC) to USG and MNG regarding ELT. The ELTPM shall ensure contractor SOPs, policies, and instructional practices are consistent and contribute to a uniform standard of training.

2.2.11 On The Job Training. The Training Services Contractor shall provide initial maintainer training and coordinate OJT to the MNG AVN personnel to include the MNG Approved Electronic Logbook Database wireless network and system within the following Aircraft Maintenance OJT Sections. The Training Services Contractor shall ensure each trainee utilizes the appropriate tool kits and Personnel Protective Equipment (PPE) to perform the duties of their specific aircraft maintenance discipline.

2.2.11.1 Powertrain Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft powertrain shop operations IAW ATP 3-04.7.

2.2.11.2 Pneudraulic Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft pneudraulic shop operations in support of the MNG AVN aircraft, AGSE, and PGSE IAW ATP 3-04.7.

2.2.11.3 Engine Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft gas turbine engine maintenance IAW ATP 3-04.7.

2.2.11.4 Sheet Metal / Airframe Structural Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft structural repairs IAW ATP 3-04.7.

2.2.11.5 Machine and Welding Shop. The Contractor shall provide initial maintainer training and coordinate OJT in machine and welding repairs IAW ATP 3-04.7.

2.2.11.6 Avionics Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft avionics maintenance IAW ATP 3-04.7.

2.2.11.7 Electrical Shop. The Contractor shall provide initial maintainer training and coordinate OJT in aircraft electrical maintenance IAW ATP 3-04.7.

2.2.11.8 Aircraft Armament/Fire Control Shop. The Contractor shall provide initial maintainer training and coordinate OJT in systems maintenance and the loading and unloading of ammunition IAW ATP 3-04.7.

2.2.11.9 Tool Control Program. The Contractor shall provide initial maintainer training and coordinate OJT in the use of tool storage areas utilizing visual controls and tool control awareness activities IAW ATP 3-04.7.

2.2.11.10 Test, Measurement, and Diagnostic Equipment Program. The Contractor shall provide initial maintainer training and coordinate OJT in TMDE management operations IAW AR 750-43, AR 25-400-2, TB 750-25, TB 43-180, and ATP 3-04.7.

2.2.11.11 Corrosion Control Program. The Contractor shall provide initial maintainer training and coordinate OJT in corrosion control procedures and activities IAW ATP 3-04.7.

2.2.11.12 Petroleum, Oil, and Lubricants Program. The Contractor shall provide initial maintainer training and coordinate OJT in IAW USG sources and the commercial market for procurement of POL.

2.2.11.13 Oil Analysis Program. The Contractor shall provide initial maintainer training and coordinate OJT in Oil Analysis Management operations.

2.2.11.14 Production Control Section. The Contractor shall provide initial maintainer training and coordinate OJT in preparing maintenance requests, evaluations, special reports, and records pertaining to aircraft maintenance, component repair, and other related activities IAW DA PAM 738-751, AR 700-138 and ATP 3-04.7.

2.2.11.15 Technical Supply Shop. The Contractor shall provide initial maintainer training and coordinate OJT in requesting, processing, issuing, storage, turn-in of Class IX (Air) items, bench stock, Prescribed Load List (PLL) items, shop stock, and Authorized Stock List (ASL) items, for assigned/attached maintenance sections and shops IAW ATP 3-04.7.

2.2.11.16 Quality Control Section. The Contractor shall provide initial maintainer training and coordinate OJT in component and shop inspections and for maintaining and revising publications, forms, and records IAW DA PAM 738-751, AR 700-138, and ATP 3-04.7 to include Corrective Action Deficiency Status (CADS) and Preventative Action Deficiency Status (PADS).

2.2.11.17 Aviation Life Support Equipment Shop. The Contractor shall provide initial maintainer training and coordinate OJT in ALSE daily operations, accountability actions, routine maintenance IAW ATP 3-04.7.

2.2.11.18 Hazardous Material Management and Environmental Safety Program. The Contractor shall provide initial maintainer training and coordinate OJT in HAZMAT management and environmental safety operations IAW AR 200-1.

2.2.11.19 Occupational Safety and Health Management Program. The Contractor shall provide initial maintainer training and coordinate OJT in maintenance concepts and train the MNG AVN personnel in occupational safety and health management operations IAW DA PAM 385-90.

2.2.12 Logistics Supply Chain Management (LSCM) OJT

The Training Services Contractor shall provide initial maintainer OJT in LSCM. The Contractor shall use MNG provided ERP computer-based Logistics/Supply Chain Management (LSCM) management information system (MIS) in support of all MNG AVN-related property, equipment, services, and facilities maintenance as applicable for equipment/facilities associated with airfield/heliport operations, maintenance, and services to include:

- Parts and Component Ordering
- Parts and Component Re-Ordering
- Parts and Component Tracking
- Repair Parts and Component Tracking
- Parts and Component Receipt
- Forecasting/ Optimization
- Stock Level Tracking
- Reporting
- Inventory Counting/Auditing
- Warehousing and Warehouse Management

- Property Book Accountability and Reporting
- Work Order Management
- Dispatching
- Fleet Management
- Equipment Service Schedules
- Accepting Authorization Requisition
- Funding And Receipt
- Accountability Information

2.2.12.1 The Contractor shall utilize the MNG supply system before procuring the parts from commercial suppliers.

2.2.12.2 The Contractor shall maintain designated supply warehouses.

2.2.12.3 The Contractor shall utilize MNG provided ERP to implement and maintain a property management/accountability system. The Contractor shall be accountable for and oversee the management and use of MNG property assigned to the Contractor and shall conduct and provide Inventory reports to USG on a monthly (10% inventory) and annual basis (100% inventory).

2.2.12.4 The Contractor shall draft, implement, and maintain a Property Management SOP and provide to USG for review and approval.

2.2.13 Crash, Fire, and Rescue Services OJT

2.2.13.1 The Training Services Contractor shall provide initial maintainer training and coordinate OJT in facilities USG approved fire prevention programs and techniques to include basic fire extinguisher use, fire prevention and proper evacuation procedures.

2.2.13.2 The Contractor shall provide initial maintainer training and coordinate OJT in Emergency Responder Airfield/Heliport Qualification training.

2.2.13.3 The Contractor shall maintain documentation of required training and certification to include individual training records.

2.2.14 Security Support

2.2.14.1 The Training Services Contractor shall coordinate with MNG Security Police for Access Badging of contractor employee, U.S. Government, and USG contract personnel as required.

2.2.14.2 The Contractor shall prepare, submit, and coordinate with MNG Security Police vetting documents and badging applications for local hire subcontract personnel and Vendor access to MNG Airfields/Heliports

2.2.14.3 The Contractor shall assist with the maintenance of MNG Airfield/Heliport security monitoring systems (Close Circuit TV - CCTV), access control facilities, and devices (Barriers and Gates).

2.2.14.4 The Contractor shall conduct daily headcount (maintain record for 90 days), coordinate access control and escort of local hire subcontract personnel and vendors.

2.2.15 Aviation Safety Program. The Contractor shall provide initial maintainer training and coordinate OJT on aviation and ground safety policies and procedures.

2.2.16 Environmental Program (HAZMAT, HAZCOM, Hazardous Waste Disposal). The Contractor shall provide initial maintainer training and coordinate OJT in USG approved MNG HAZCOM training.

2.2.17 ATC Tower Services OJT

2.2.17.1 The Training Services Contractor shall provide initial training and OJT in the ATC training program in compliance with the MNG approved training program and plan IAW Manual.

2.2.17.2 The Contractor shall maintain documentation of required training and certification to include individual training records.

2.2.17.3 The Contractor shall provide tracking and documentation of ATC currency requirements and submittal of reports.

2.2.18 Fueling/Defueling Operations OJT

2.2.18.1 The Training Services Contractor shall provide initial maintainer training and coordinate OJT in Fueling/Defueling Operations at MNG Airfield/Heliports and training sites (Forward Arming and Refueling Point (FARP)).

2.2.18.2 The Contractor shall provide initial maintainer training and coordinate OJT in Fueling/Defueling operations to include: Receipt, management, testing, and distribution of bulk and retail fuel; operation and maintenance of bulk fuel storage/distribution facility and related equipment; operation and management of fuel distribution vehicles and related equipment; into- plane fueling and defueling operations; training of MNG MOS qualified refuel personnel (OJT).

2.2.18.3 The Contractor shall provide initial maintainer training and coordinate OJT in Class III refuel and de-fuel operations from MNG owned equipment into aircraft.

2.2.19 Vehicle/ Ground Support Equipment Maintenance Support OJT

The Contractor shall provide initial maintainer training and coordinate OJT on the operation and operator maintenance of MNG AGSE/PGSE, MHE, and specialty vehicles.

2.2.20 The Training Services Contractor shall ensure each employee assigned to an MNG Airfield/Heliport possesses appropriate tool kits to perform the duties of their specific aircraft maintenance discipline. The Contractor shall ensure that each employee possesses Personnel Protective Equipment (PPE) required for their specialty of work. The minimum requirements shall be found in Occupational Safety and Health Administration (OSHA) 29 Code of Federal Regulations (CFR) 1910 Occupational Safety and Health Standard. Durable goods shall be returned to the government.

2.3 MANAGEMENT REQUIREMENTS

2.3.1 Management

2.3.1.1 Training Services Program Management. USG is implementing risk management measures through increased program management reporting, to include Contractor proposed performance and outcome reporting using earned value management (EVM) principles related to Schedule and Cost Variance tailored to the services provided within this PWS, asset management visibility and reporting, and key personnel designation and reporting.

2.3.1.1.1 Program and Project Management. The Contractor shall provide sound project management disciplines and is responsible for managing the successful operation of multiple tasks needed to fulfill the requirements of this performance work statement (PWS). The Contractor shall provide program and project management metrics across all functional areas of AITD. These metrics shall include developing the contract program plan, program/project budget, and educating employees about the plan to coordinate the activities of all teams. The Contractor shall liaise between their team and other departments as required and organize meetings and training programs as required. The Contractor shall develop and communicate goals and deliverables evaluating all work to ensure successful completion of requirements. Within the program plan, the contractor shall propose and utilize USG approved cost, schedule, and performance measurements appropriate for EVM-like reporting tailored to services. The Contractor shall provide risk management and risk mitigation across all functional areas and include a plan for each. Risk is to be managed by the Contractor and the Government as each performs its respective responsibilities subject to applicable oversight and approval requirements for its decisions. Where contract requirements are based on policy, the Contractor and the Government shall each work to achieve an acceptable balance between change, compliance, and risk.

2.3.1.1.2 Administration.

2.3.1.1.2.1 Meeting Management. The Contractor shall coordinate, plan, assist, and attend meetings, conferences, and reviews. Some developed documents shall be required. Unless otherwise noted, all Program/Project Management (PM) related documents include, but are not limited to, the following:

- 2.3.1.1.2.1.1 Meeting agenda
- 2.3.1.1.2.1.2 Minutes, reports, and recommendations
- 2.3.1.1.2.1.3 Attendance lists
- 2.3.1.1.2.1.4 Log and track action items
- 2.3.1.1.2.1.5 Program reviews
- 2.3.1.1.2.1.6 Maintain historical records of these meetings for ready retrieval and reference; and,
- 2.3.1.1.2.1.7 Reference information packages for ready access in support of meeting attendance and action item and deficiency resolution.

2.3.1.1.2.2 Meetings and Reports. The Training Services Contractor shall provide a weekly activity report and maintain weekly detailed project plans, documentation, and schedules for all technical activities to meet established deadlines. The Contractor shall participate and assist with response to all data calls. The Contractor shall provide oral and written briefings and participate in meetings with prior notice and as required. As requested, the Contractor shall attend meetings with the Government Project Manager and other stakeholders. The meetings shall occur on-site in Government space. This task includes chasing reports and corresponding with appropriate contacts to ensure the completion of program objectives. The contractor shall provide an annual roll up of spending and status of billing, summary of total hours worked, average number of employees and a summary of contract actions performed by the

contractor staff, MNG asset inventory with geographical location (installation/building) of each item and who is signed for the item.

2.3.1.1.2.3 Program Management Review (PMR). The Training Services Contractor shall work with USG to coordinate date, time, and location of PMRs. PMRs may be scheduled monthly for the 120-day transition period and then quarterly for the remainder of period of performance. The Government reserves the right to require additional or fewer PMRs if any performance indicators show less than satisfactory or greater than satisfactory performance. At a minimum, the Contractor shall provide work breakdown schedule, integrated baseline schedule, and performance information to the Government throughout the Training Services acquisition. The contractor shall establish an integrated baseline for the program base period. Any variance in cost or schedule exceeding 5% shall be reported to the KO and COR within two (2) business days. The report shall identify the root cause of the variance and what corrective action the contractor is taking to stop the variance from growing. Contractor shall provide a plan to recover the cost or schedule within five (5) business days or as specified by the KO or COR and provide updates. Performance information at the Training Services level includes, but is not limited to the following:

- 2.3.1.1.2.3.1 Risk Management
- 2.3.1.1.2.3.2 Reserved
- 2.3.1.1.2.3.3 Recruiting/HR Management (Recruiting, screening, hiring, and retention statistics, to include incoming and projected loss)
- 2.3.1.1.2.3.4 Contract and Subcontractor Management (to include directed participation in MNG AVN TDY requirements)
- 2.3.1.1.2.3.5 Quality Management
- 2.3.1.1.2.3.6 Financial Management
- 2.3.1.1.2.3.7 Security Management
- 2.3.1.1.2.3.8 Training and On The Job Training Management
- 2.3.1.1.2.3.9 Accreditation and Currency Status
- 2.3.1.1.2.3.10 Reserved
- 2.3.1.1.2.3.11 Mission Crew Availability and Readiness Rates
- 2.3.1.1.2.3.12 Student Pilot Availability and Training Readiness Rates
- 2.3.1.1.2.3.13 Aircraft Supply and Mission Equipment Status
- 2.3.1.1.2.3.14 Safety Program Status

At a minimum, the Contractor shall meet the following management review acceptable quality levels:

Required Service	Government Standard	Acceptable Quality Level
Integrated Baseline Review	7 days after award; Report Variance w/in 2 days	Not to Exceed 30 days after award; Address Variance in cost or schedule within five (5) business days
Program Management Reviews	Monthly, Quarterly	Not to Exceed Quarterly

2.3.1.1.3 Site Evaluation Visits

2.3.1.1.3.1 The Training Services Contractor shall support site evaluation visits conducted by the USG representatives on a non-interference basis.

2.3.1.1.4 Property/Asset Management Reporting. The Training Services Contractor shall utilize MNG provided ERP to implement and maintain a property management/accountability system IAW paragraph

2.2.12 of this PWS. The Contractor shall conduct and provide Inventory reports to USG on a monthly (10% inventory) and annual basis (100% inventory). The contractor shall provide quarterly reports regarding the status of the KSA MNG assets in the possession of the contractor. This includes assets issued to the contractor and contractor acquired assets. The Contractor shall consolidate and report all Corrective Action Deficiency Status (CADS) and Preventative Action Deficiency Status (PADS) and report the status monthly. The contractor shall recommend report formats for KO approval 30-days prior to first reports. The contractor is encouraged to use procedures and reporting processes associated with USG property accountability clauses, regulations, and publications to develop and provide a formal Quality Control Plan (QCP). MNG assets furnished on this contract and are listed in Section J, MNG Facilities, Property and Equipment Listing. Except as otherwise specified in writing by the Contracting Officer, title to all property furnished to the Contractor by the Government or acquired by the Contractor for performance here under shall vest in the SANG. The Contractor is responsible for maintenance, repair, and accountability of this property.

2.3.1.1.5 Key Positions. Positions identified by the contractor as key during the proposal process and accepted by the government shall be fully staffed within 60 days of award. The government may identify additional positions as key during contract performance, and the contractor shall staff them within 30 days and performing on site within 90 days of notification. The initial list with hierarchy for each key position shall be submitted to the Government within five (5) days of award. Once staffed, those key positions become key personnel. Percentage of staffing on the force structure approved upon award of this contract IAW USG directed incremental mobilization schedule shall be reported monthly IAW paragraph 2.3.2.5 Monthly Staffing Report (CDRL A004) of this PWS.

2.3.1.1.6 Site Management. Percentage of staffing on the force structure approved upon award of this contract IAW USG directed incremental mobilization schedule shall be reported monthly IAW paragraph 2.3.2.5 Monthly Staffing Report of this PWS.

2.3.1.1.7 Operational Readiness Reporting

2.3.1.1.7.1 Reserved.

2.3.2 Manning

2.3.2.1 Contractor staffing may be reduced, realigned, or demobilized during the contract period based upon changes to the USG mission and associated training and support requirements.

2.3.2.2 The contractor should optimize their staffing to align with the Saudi Arabian Governments Vision 2030 and Saudization.

2.3.2.3 Whenever possible positions should be filled with qualified Saudi Citizens.

2.3.2.4 Changes to the mission and associated training and support requirements, will require the Contractor to increase, decrease, realign, or mobilize personnel IAW USG directed incremental mobilization schedule to sustain applicable Acceptable Quality Level (AQL) standards within each performance element.

2.3.2.5 Monthly Staffing Report: The Contractor shall report staffing monthly. The Contractor shall maintain a full complement of personnel to meet the performance requirements as outlined in the

management plan. Percentage of staffing on the force structure approved upon award of this contract IAW with USG directed incremental mobilization schedule shall be reported monthly.

2.3.2.5.1 80% or better overall staffing of non-key positions is deemed acceptable.

2.3.2.5.2 Any sub-area falling below 80% must be reported to the COR within 3 business days. If the sub-area remains below 80% for 60 days, then staffing is unacceptable.

2.3.2.5.3 Positions identified by the contractor as key during the proposal process and accepted by the government shall be fully staffed and performing on site within 60 days of award. The government may identify additional positions as key during contract performance. The Contractor shall identify and hire personnel for vacant key positions within 30 days and performing on site within 90 days. If a key personnel position remains vacant then staffing is unacceptable.

2.3.2.5.4 The contractor personnel in key positions shall be on site during duty hours.

2.3.2.5.5 The Contractor shall establish a hierarchy for each key position validated by the COR in writing before final approval by KO. Once staffed, those key positions become key personnel. The list of key personnel shall be submitted as required, but within 24 hours of any change in key personnel. The list of key personnel shall include their addresses (to include e-mail) and telephone numbers within their assigned area of operations and provided to the COR as soon as available and whenever changes occur. The contractor shall provide immediate replacement of key personnel found not qualified by the Government or who are no longer performing on the contract.

2.3.2.5.6 The Contractor shall provide an in-country site managers as the single point of contact for respective effort.

2.3.2.5.7 The Training Services Contractor shall designate a Program Manager (PM) as the single point of contact for the contract.

2.3.2.6 The Contractor's efforts shall comply with the force structure approved upon award of this contract. All contractor aircraft maintenance personnel shall be FAA and FCC licensed (A&P) and/or certified by US Army Aviation Center of Excellence. The Contractor shall select employees which meet the technical qualifications, expertise in the specific discipline, and aircraft maintenance management for work as delineated in this PWS. The Contractor shall comply with FAR Clause 52.222-50, Combating Trafficking in Persons (CTIP) and the reporting requirements therein.

2.3.2.7 Contractor Mobilization & Demobilization is a continuous effort as it pertains to the required level of effort regarding the aircraft delivery and OPTEMPO schedule.

2.3.2.8 The number of personnel required for mission accomplishment coincides with the information provided in PWS.

2.3.2.9 Reserved.

2.3.3. Financial Management.

2.3.3.1. The contractor shall establish and maintain a cost management program addressing labor, travel, and ODCs. The program shall identify future expenditure requirements for communication to the KO and assess the efficiency of past expenditures.

2.3.3.2 ODCs. The contractor shall invoice for all non-labor/non-travel non-DBA costs as ODCs. Currently approved, allocable ODCs are medical/dental exams, and banking (wire transfer and routing fees). Other ODC costs may include management/office expenses (lodging or office space, computers, printers, internet, phone), and vehicles (lease, insurance, etc.). ODCs shall be approved by the COR, as applicable.

2.3.4 Antiterrorism Considerations: The Contractor shall comply with all local KSA laws, procedures, policies, and regulations.

2.3.5 Physical and Information Security

2.3.5.1 The Contractor shall be responsible for physical security and accountability of all material including but not limited to property, manuals, software, equipment, and tools provided to the contractor as MNG asset. The Contractor shall maintain physical security IAW applicable U.S. Army Regulations or Host Nation Regulations as required.

2.3.5.2 Classified/Sensitive Materials

2.3.5.2.1 The Contractor shall ensure that classified/sensitive material is controlled at or above established guidelines as specified in the weapon system Security Classification Guide. The Contractor shall comply with AR 190-11, AR 190-13, AR 190-51, and DoD National Industrial Security Program Operating Manual, DoD 5220-22-M for controlled access to classified/controlled Army operating systems and facilities.

2.3.5.3 Reserved.

2.3.5.4 Security Requirements

2.3.5.4.1 The Contractor shall comply with the requirements of the National Industrial Security Procedures Operating Manual (NISPOM) (DoD 5220.22-M), Department of Defense (DoD) Contract Security Classification Specification (DD Form 254) and shall utilize the Security Classification Guides (SCG)

2.3.5.4.2 For the AH-6i, the Contractor shall use the AH-64 SCG Annexes A, G, J, and M.

2.3.5.4.3 The performance of this deliverable will require access and receipt of classified information and equipment, and integration of classified hardware that is controlled at the Ministry of the National Guard Secret Level.

2.3.5.4.4 Personnel will be handling Communications Security (COMSEC) materials and/or equipment that support Aircraft Survivability Equipment (ASE), offensive sensors, targeting, and weapons systems, and communications systems associated with the Ministry of the Nationals Guard's fleet of AH-6i, AH-64E, and UH-60M rotary wing aircraft.

2.3.5.4.5 The Contractor shall maintain enough employees with a Personnel Security Clearance at the Ministry of National Guard Secret level. AH-6i and AH-64E Armament Mechanics (15Y) shall also maintain a Personnel Security Clearance at the Ministry of National Guard Secret level.

2.3.5.4.6 In performance of the deliverable the contractor shall require access to Ministry of the National Guard COMSEC, Government, and For Official Use Only (FOUO) information and receive Ministry of the National Guard designated classified material.

2.3.5.4.7 The contractor shall not be required to order, procure, or store Ministry of the National Guard classified material.

2.3.5.4.8 The contractor shall designate an Aviation Security Manager that shall coordinate with the Ministry of the National Guard G2 (Intelligence) for clearance requests and with the Office of the Program Manager – Saudi Arabia National Guard (USG) for Common Access Cards (CAC) requirements that support contract deliverables.

2.3.5.4.9 The contractor shall be prepared to undertake any Trusted Agent requirements as the Ministry of the National Guard G2 (Intelligence), and USG clearance and CAC processes mature.

2.3.5.5 Physical and Information Security

2.3.5.5.1 The Training Services Contractor shall be responsible for physical security and accountability of all material including but not limited to property, manuals, software, equipment, and tools provided to the contractor as MNG asset. The Contractor shall maintain physical security IAW applicable U.S. Army Regulations or Host Nation Regulations as required.

2.4 QUALITY CONTROL

2.4.1 The contractor shall ensure the quality and accuracy of its products and services are maintained. The contractor is responsible for correcting all errors, omissions, or other required changes directed by the Government.

2.4.2 The contractor shall implement and maintain a certificated Quality Management System (QMS) IAW AS 9110.

2.4.2.1 The QMS shall enhance product quality, address root cause, and implement a statistical process control for continuous improvement as appropriate.

2.4.2.2 The Contractor shall define and track QMS metrics used to manage, improve the system, and demonstrate QMS effectiveness.

2.4.3 The Contractor shall be third-party AS 9110 certified upon contract award, and third-party site certified within 12 months from the Transfer of Responsibility.

2.4.4 The Contractor shall be third-party AS 9110 site certified within 12 months from the commencement of aircraft maintenance operations at MNG Aviation Airfields/Heliports.

2.4.5 Quality Assurance Surveillance Plan

2.4.5.1 The COR shall maintain oversight of the contractor’s performance, IAW the current version of the Quality Assurance Surveillance Plan (QASP), contractor’s instructions, ARs, TMs, Government instructions, manuals (or portions thereof), applicable technical messages from surveillance techniques, established performance thresholds, and other statutory documents incorporated by reference into this contract. All areas of the contract are subject to Government surveillance.

2.5 REPORTING

2.5.1 DoD Electronic System Reporting. Not Applicable.

2.5.2 Performance Reporting

2.5.2.1 The contractor shall generate, distribute, and maintain the Reports identified below and IAW the Training Services contract. Electronic delivery (email) shall be the primary delivery method for all reports. The contractor shall submit proposed report formats to the COR for review, remarks, or approval within 15 calendar days after award. The COR will provide remarks and determination regarding acceptability of the report format(s) submitted within 15 calendar days of submittal. Should a revised proposed format be required, the contractor shall submit the revised format to the COR for further review or approval within five calendar days from notification from the COR. The COR will provide a response on revised proposed report formats to the contractor within five calendar days from receipt. The following reports shall contain, at a minimum, the data required in the CDRLs (Exhibit 01).

CDRL	Title
A001	SOP, POI, and Checklists
A002	Monthly Reports
A003	Monthly Staffing Report and CTIP Certification
A004	Inventory Reports
A005	Monthly Work Schedule
A006	Daily Headcount - Access Log
A007	Reserved
A008	Quality Control Program Report
A009	List of Key Personnel
A010	Serious Incident Reporting

2.5.2.1.1 Standard Operating Procedures (SOP), Programs of Instruction (POI) and Checklists (CDRL A001). The Contractor shall update, implement, maintain and review (no less than annually) multiple SOP/POI and Checklists IAW current AR 95-20 for use by the contractor and the MNG AVN personnel as required for functional area and PWS paragraphs below and provide to USG for review and approval. The contractor has 90 days from the Transfer of Responsibility to deliver any SOP/POI and Checklists that need to be updated. Dissemination and release of the information contained in the monthly reports is at the discretion of the USG.

- 2.5.2.1.1.1 PWS 2.2.2.4 Training Management Office Operating Procedures
- 2.5.2.1.1.2 PWS 2.2.4.1 Standardization Flight Training Program of Instruction (POI)

2.5.2.1.1.3	PWS 2.2.6.4	Electronic Database, Input and Management
2.5.2.1.1.4	PWS 2.2.7.1	MNG AVN OJT SOP, MOS Specific job books
2.5.2.1.1.5	PWS 2.2.9.2	Aviation Support Activities School Training POI
2.5.2.1.1.6	PWS 2.2.10.9	General English and Specialized English POI
2.5.2.1.1.7	PWS 2.2.10.14	Utilize DLIELC ALC assessment instruments
2.5.2.1.1.8	PWS 2.2.12.4	Property Management SOP
2.5.2.1.1.9	PWS 3.2	Transition Out Procedures

2.5.2.1.2 Monthly Reports (CDRL A002). The contractor shall prepare and coordinate monthly reports, providing a copy to the KO and COR. Report format is at the discretion of the contractor; however, the report should be at an operational level for use as a planning and management tool. The report shall be submitted not later than close of business on the 15th day following the first of the month. Dissemination and release of the information contained in the monthly reports is at the discretion of the COR.

2.5.2.1.2.1	PWS 2.2.2.3	Aviation Training Status Report
2.5.2.1.2.2	PWS 2.2.7.1	OJT Status Report
2.5.2.1.2.3	PWS 2.2.7.7	Attendance Report
2.5.2.1.2.4	PWS 2.2.10.7	Instructor Performance Evaluation Rubric (IPER)
2.5.2.1.2.5	PWS 2.2.4.3	Instructor Pilots by airframe
2.5.2.1.2.6	PWS 2.3.1.1.2.3	Program Management Review

2.5.2.1.3 (PWS 2.3.2.5; PWS 2.3.2.6) Monthly Staffing Report and CTIP Certification (CDRL A003). The contractor shall prepare and coordinate Monthly Staffing Reports, providing a copy to the KO and COR. The contractor shall report percentage of staffing on the force structure approved upon award of this contract IAW USG directed incremental mobilization schedule shall be reported monthly. The Contractor shall submit annual certification to the Contracting Officer of implementation of a compliance plan to prevent any prohibited CTIP activities IAW FAR Clause 52.222-50. Report format is at the discretion of the contractor; however, the report should be at an operational level for use as a planning and management tool. The report shall be submitted not later than close of business on the 15th day following the first of the month. Dissemination and release of the information contained in the Monthly Staffing Reports is at the discretion of the COR.

2.5.2.1.3.1	PWS 2.2.2.1	Training Management Offices (TMO)
2.5.2.1.3.2	PWS 2.2.10.13	IMS-instructors
2.5.2.1.3.3	PWS 2.3.1.1.5	Key Positions
2.5.2.1.3.4	PWS 2.3.1.1.6	Site Management

2.5.2.1.4 (PWS 2.2.12 and PWS 2.3.1.1.4) Inventory Reports (CDRL A004). The Contractor shall implement and maintain a property management/accountability system and provide inventory reports of accountable items by location to USG of 10% of accountable items monthly, and 100% accountable items annually.

2.5.2.1.5 Monthly Work Schedule (CDRL A005) The contractor shall be submitted by 1200 SAST 25th of the month preceding the schedule. Dissemination and release of the information contained in the Daily Reports is at the discretion of the COR. The report shall contain a summary of personnel indicating total requirements versus on-hand fill, and delineated by location and work schedule, user/supported unit,

labor category, with totals, by-order number, scheduled times, indicated on a summary page. The report shall contain detailed information on any necessary travel or scheduled leave.

2.5.2.1.6 (PWS 2.2.14.4) Daily Headcount - Access Log (CDRL A006) The Contractor shall conduct daily headcount (maintain record for 90 days). The report shall contain the number of personnel entering a controlled area(s), and the access Log for Security Operations.

2.5.2.1.7 Reserved.

2.5.2.1.8 (PWS 2.3.1.1.4) Quality Control Program Report (CDRL A008). The Quality Control Program Report shall be submitted to the KO, COR, and ACOR by the 10th working day of the following month. The report shall provide the inspection schedule 90 days out and the findings from the previous month's inspections (announced and unannounced). Status of all open Corrective Action Plans (CAP) shall be reported until the CAP is closed (discrepancy is under control).

2.5.2.1.9 (PWS 2.3.1.1.5, PWS 2.3.2.5.5) List of Key Positions/Personnel (CDRL A009). The initial list with hierarchy for each key position shall be submitted to the Government within five (5) days of award. Once staffed, those key positions become key personnel. The list of key personnel shall be submitted as required, but within 24 hours of any change in key personnel. The list of key personnel shall include their addresses (to include e-mail) and telephone numbers within their assigned area of operations and provided to the COR as soon as available and whenever changes occur. The contractor shall provide immediate replacement of key personnel found not qualified by the Government or who do not meet the security clearance requirements.

2.5.2.1.10 (PWS 2.2.15; PWS 2.2.16) Serious Incident Reporting (CDRL A010). The Contractor shall promptly, thoroughly and impartially investigate and report simultaneously to the Contracting Officer and the OPM Special Assistant – Security any circumstances which indicate that a serious incident has occurred. The Special Assistant (Security) will notify the OPM-SANG chain of command. Doubtful cases shall be resolved in favor of satisfying the investigation and reporting requirements specified herein. Initial notification shall be made within 2 hours of the incident. (An initial report shall be generated for each individual involved in the incident) Follow-up reporting shall be made every 12 hours after the initial report until it is determined that the incident is resolved. (A Follow-up report shall be generated for each individual involved in the incident)

3.0 TRANSITION

3.1 TRANSITION IN.

3.1.1 The contractor shall begin the process of transitioning personnel to the Places of Performance specified in Appendix 02, and coordinating with the COR and user organizations, when given NTP by the Contracting Officer, and not at contract award.

3.1.2 The contractor shall complete the transition of its workforce with the incumbent transitioning out within 120 days of NTP, meeting the performance requirements, and ensuring all applicable Security Clearances have been submitted and all contractor personnel have been vetted prior to movement to the Government site. This will transition-in period shall overlap with the incumbent Contractor's transition-out period.

3.1.3 Contractor phase-in activities should include, at a minimum, the following activities:

3.1.3.1 Submit requests for physical and network access at performance locations.

3.1.3.2 Submit requests for security clearance documentation and other items requiring responses from the Government.

3.1.3.3 Establish procedures with the predecessor to ensure the overlapping transitions provide all contract services without any degradation.

3.2 TRANSITION OUT PROCEDURES.

3.2.1 The Contractor shall deliver to the USG a comprehensive 120-day phase-out plan and include an integrated master schedule for all critical activities.

3.2.1.1 The plan shall be delivered concurrent with the proposal in response to subject solicitation.

3.2.1.2 The plan shall be transparent and provide a seamless transition of all services, inventories, and other contractual responsibilities during the phase out POP.

3.2.1.3 The plan shall include a time-phased/event-driven schedule that is executable within 120 calendar days prior to the end of the contract period.

3.2.2 The Contractor shall execute the approved phase-out plan when directed by the KO. At 120 days (about 4 months) prior to the end of the period of performance, the incumbent Contractor shall execute the approved phase-out plan to work with the successor contractor.

3.2.3 The incumbent Contractor shall provide training and a definitive date for transferring all efforts under this PWS to the successor contractor.

3.2.4 Sufficient experienced incumbent personnel shall be made available to ensure there is no interruption of services during the phase-out period.

3.2.5 Prior to the end of the contract period of performance, the Contractor shall account for and return all PGSE/AGSE (Peculiar Ground support Equipment/ Aviation Ground Support Equipment), spares, tools, equipment, facility access badges, and any other material that was assigned to their personnel.

3.2.6 The plan shall also provide for the phase-out of all employees NLT the end of the stated period of performance.

3.2.7 The contractor's plan shall identify detailed written instructions and procedures for any ongoing or recurring activities that, in the best interest of the U.S. Government, required continued oversight during phase-out availability.

3.2.8 The incumbent Contractor shall be required to provide transition information and coordination to the incoming contractor including, signing and providing required documentation to transition employees and effort to the incoming contractor, as appropriate.

3.2.9 The Contractor shall disclose if they will require employees to execute a non-compete agreement, which would preclude those employees from working with a follow-on contractor.

3.2.10 This plan shall address the contractor's methodology to account for and return all property and equipment assigned to contractor personnel prior to the end of the contract period of performance, including option years.

3.2.11 The phase-out plan shall address the strategy for transfer of responsibility to the incoming contractor and shall address the plan for access to the incumbent employees for interviews, as well as access to employee personnel records required by the incoming contractor.

4.0 OPERATING CONSTRAINTS: Operating constraints shall be all those specified in the Training Services contract, those cited herein, and shall include all updates, addendums, and additions.

AC 1505350

AC 1505350-18F

AIA NAS 410

AIM – Vehicle Roadway Stop Bars

AIM Fig 2-3-18

AR 25-2

AR 25-400-2

AR 700-138

AR 700-15

AR 702-7

AR 710-1

AR 710-2

AR 715-9

AR 725-50

AR 735-5

AR 740-26

AR 750-43

AR 95-1

AR 95-20

AS 9110

ATP 3-04.7

CFR 1910

DA PAM 385- 90

DA PAM 738-751

DFARS 252.232-7006

DOD 1000.13

DOD 4525.6-M

DoD 5220-22-M

DoDD 5000.01

DoDD 5000.02

DoDD 8500.1

DoDD 8570.01

DODI 3020.37

DODI 3020.41

DoDI 8500.2
DoDI 8510.01
DoDI 8570.01-M
DoDi 8580.1
FAA AC 65-31B
FAA Order 6930.22
FAR 46
FAR 52.222-2
FAR 52.246-4
FAR 52.246-5
FM 3-100.21
GACA Section 14, Vol I & II
ICAO Annex 14 Vol I & II
MIL-STD-1 29
MNG AVN TC 3-04.81
OSHA 29
SRD approved MEC's
SRD US Government manuals
TB 43-180
TB 750-25
U.S. FAA AIM Airport Markings Manual 3.2.2.3
U.S. FAA AIP Handbook
UFC 3-260-04
UFC 4-133-01
USACE EM 385-1-1
OSHA Regulations
MDS Technical Manuals
Host Nation Support Agreements, and Defense Technical Agreements
Treaties and international agreements
U.S., Host Country, local and international laws and regulations
applicable commercial aircraft maintenance manuals
Approved FAA service bulletin or ECP changes
Approved SRD changes
Approved USG manuals

5.0 ACRONYMS

A/HOP Airfield/Heliport Operating Procedures
AC Advisory Circular
ACOR Assistant COR
AFM Airfield Facilities Management
AFO Airfield Operations
AFSS Airfield Support Services
AGSE Aviation Ground Support Equipment
AIA Aerospace Industries Association
AIM Aeronautical Information Manual
AIP Airport Improvement Program
AIRF Aircrew Information Read File
AITD Aviation Institute of Training Division

ALC American Language Course
 ALCPT American Language Course Placement Test
 ALSE Aviation Life Support Equipment
 AMOPS Airfield Management Operations
 AO Area of Operations
 AOG Aircraft on Ground
 AOM Airfield Operations Manual
 AOR Area of Responsibility
 APG Aviation Procedures Guide
 AQL Acceptable Quality Level
 AR Army Regulation
 ARFF Aircraft Rescue Fire Fighting
 ASE Aircraft Survivability Equipment
 ATC Air Traffic Control
 ATCO Alternate Test Control Officer
 ATCT Air Traffic Control Tower
 ATP Army Technique Publication
 AVN Aviation
 CAC Common Access Card
 CADS Corrective Action Deficiency Status
 CAP Corrective Action Plans
 CCTV Close Circuit TV
 CDRL Contract Data Requirements List
 CENTCOM Central Command
 CFD Contractor Fitness Determination
 CHS Comprehensive Health Services
 CIC Controller in Charge
 CLS Contractor Logistic Support
 CMR Contractor Manpower Reporting
 COR Contracting Officer's Representative
 CPFF Cost Plus Fixed Fee
 CRM Composite Risk Management
 CS Contract Specialist
 DA PAM Department of the Army Pamphlet
 DLIELC Defense Language Institute English Language Center
 DoD Department of Defense
 DODI DoD Instruction
 DoS Department of State
 ECL English Comprehension Level
 EFL English as a Foreign Language
 EM Engineering Manual
 ERP Enterprise Resource Planning
 ESL English as a Second Language
 ETF English Testing Flight
 EXORD Executive Order
 FAA Federal Aviation Administration
 FARP Forward Arming and Refueling Point
 FOT Follow-On Training

FTE Full Time Equivalent
 GACA General Aviation Civil Authority
 GCA Ground-Controlled Approach
 GFR Government Flight Representative
 HAZCOM Hazard Communication
 HAZMAT Hazardous Material
 HQDA Headquarters, Department of the Army
 IAW In Accordance With
 ICAO International Civil Aviation Organization
 IETM Integrated Electronic Technical Manual
 IETP Interactive Electronic Technical Publications
 IFR Instrument Flight Rules
 IMS International Military Students
 IMSS Integrated Maintenance Support Services
 IPER Instructor Performance Evaluation Rubric
 JTR Joint Travel Regulation
 KO Contracting Officer
 KSA Kingdom of Saudi Arabia
 LRU Line Replaceable Unit
 LSCM Logistics and Supply Chain Management
 M&O Maintenance and Operations
 MFR Memorandum for Record
 MIL-STD Military Standard
 MNG Saudi Arabian Ministry of National Guard
 MOS Military Occupation Specialty
 MTOE Military Table of Organization & Equipment
 NAS National Aerospace Standard
 NTV Non-Tactical Vehicles
 ODC Other Direct Costs
 OPTEMPO Operational Tempo
 OSHA Occupational Safety and Health Administration
 PADS Preventative Action Deficiency Status
 PGSE Peculiar Ground Support Equipment
 PM Program Manager
 PMO Program Management Office
 PMR Program Management Review
 POC Point of Contact
 POI Program of Instruction
 PPE Personal Protective Equipment
 PRS Performance Requirements Summary
 PTO Personal Time Off
 PWS Performance Work Statement
 QASP Quality Assurance Surveillance Plan
 QCP Quality Control Plan
 QMS Quality Management System
 RA Requiring Activity

 SPOT Synchronized Pre-deployment and Operational Tracker

SVFR Special Visual Flight Rules
TASS Trusted Associate Sponsorship System
TB Technical Bulletin
TC Technical Circular
TCN Third Country Nationals
TCO Test Control Officer
TDY Temporary Duty
TESOL Teaching English to Speakers of Other Languages
TMO Training Management Office
TM Technical Manuals
TMS Training Management System

US United States
UFC Unified Facilities Criteria
USACE U.S. Army Corps of Engineers
USG US Government
XML Extensible Markup Language

DRAFT